



SPAFID
CONNECT

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Societa' : BANCA GENERALI
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Regolamentata
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Diffusione presunta
Oggetto : Banca Generali: presentazione Investor
Day 2022-2024

Testo del comunicato

Vedi allegato.

Investor Day 2022-2024

Milan, February 14th 2022

Taking **BG** growth
to the next level



Certain of the statements contained herein are statements of future expectations and other forward-looking statements.

These expectations are based on management's current views and assumptions and involve known and unknown risks and uncertainties.

The user of such information should recognize that actual results, performance or events may differ materially from such expectations because they relate to future events and circumstances which are beyond our control including, among other things, general economic and sector conditions.

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The manager charged with preparing the company's financial reports, Tommaso di Russo, declares, pursuant to paragraph 2 of article 154-bis of the Consolidated Law on Financial Intermediation, that the accounting information contained in this presentation corresponds to document results, books and accounts records.

AGENDA

1 ➤ **Taking BG growth to the next level** 25 min.
▶ **Gian Maria Mossa** – *CEO & General Manager*

2 ➤ **Bringing the Bank even closer to the FA network and Clients** 50 min.
▶ **Andrea Ragaini** – *Deputy General Manager, Wealth Management, Markets & Products*
▶ **Marco Bernardi** – *Deputy General Manager, Commercial Networks, Alternative Channels and Support*

10 minutes break

3 ➤ **Continuing to build a data-driven, digital and open bank** 20 min.
▶ **Riccardo Renna** – *COO & Head of Innovation*
Being the ESG reference point for all our Stakeholders
▶ **Carmelo Reale** – *General Counsel & Group Sustainability*

4 ➤ **Delivering consistent, profitable and remunerative growth** 25 min.
▶ **Tommaso di Russo** – *CFO & Head of Strategy*

5 ➤ **Closing remarks & Q&A session** 45 min.

Investor Day 2022-2024

Milan, February 14th 2022

Gian Maria Mossa
CEO & General Manager



BANCA GENERALI EXCEEDED ALL ITS 2021 TARGETS

REINFORCING EXCELLENT TRACK-RECORD OF GROWTH, PROFITABILITY AND DIVIDENDS






Objectives	KPIs	2021 Target	2021 Results	Status
Asset growth	Cumulative Net Inflows	>€14.5bn	€18.7bn	
	Total Assets	€76bn-€80bn	€85.7bn	
Sustainable profitability	Core Net Banking Income	≥63 bps	67 bps	
	Core Operating Costs	3%-5% CAGR	4.4% CAGR ¹	
Shareholders' remuneration	Dividend Pay-Out	70%-80% pay-out ratio	70.5% avg pay-out 2019-21	
	Dividend per Share (DPS)	€1.25 DPS floor	€3.95 cumulative DPS (cash view ² , 2019-21)	

OUR NEW PLAN WILL DELIVER CONSISTENT, PROFITABLE AND REMUNERATIVE GROWTH

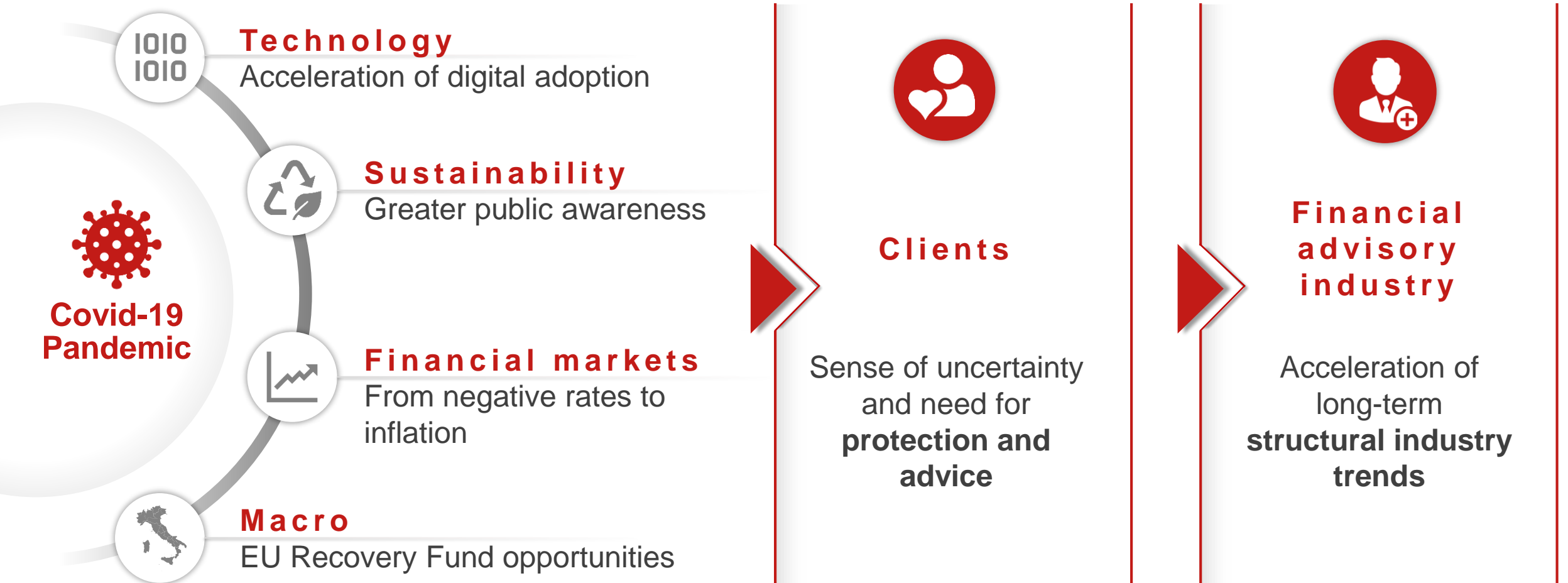
TARGETING EVEN STRONGER NET INFLOWS, RECURRING NET PROFIT AND DIVIDENDS



Objectives	KPIs	Targets
 <p>Consistent growth</p>	<p>Cumulated net inflows 2022-2024</p>	<p>€18bn–€22bn</p>
 <p>Profitable growth</p>	<p>Increase of recurring net profit¹ 2021-2024</p>	<p>10%–15% CAGR</p>
 <p>Remunerative growth</p>	<p>Cumulated DPS² 2022-2025 (cash view³)</p>	<p>€7.5–€8.5p.s.</p>

THE FA¹ INDUSTRY HAS GROWN SIGNIFICANTLY OVER THE PAST YEARS

COVID THE CATALYST BEHIND ACCELERATION OF STRUCTURAL INDUSTRY TRENDS

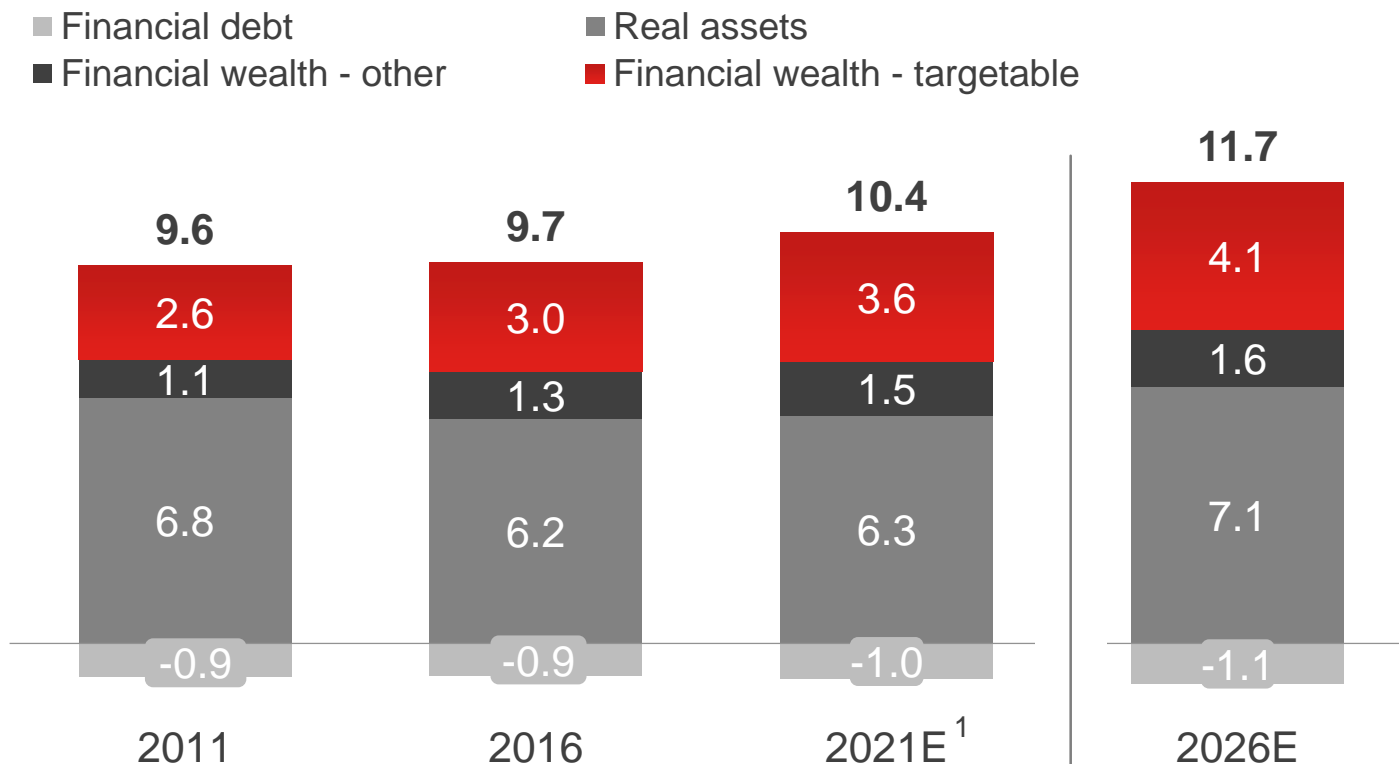


NET ITALIAN HOUSEHOLD WEALTH TO KEEP GROWING

NEED FOR ADVICE INCREASING



Net Italian Household Wealth €tn



➤ Growing **financial wealth** driven by savings and positive markets; trend expected to continue

➤ Large presence of **real assets**: $\frac{3}{4}$ of Italian households are homeowners, $\frac{1}{5}$ own a second home; expected growth driven by inflation and economic activity

➤ Low levels of household **financial debt**: amongst lowest in Europe

Targetable Financial Wealth / Net Italian Households Wealth

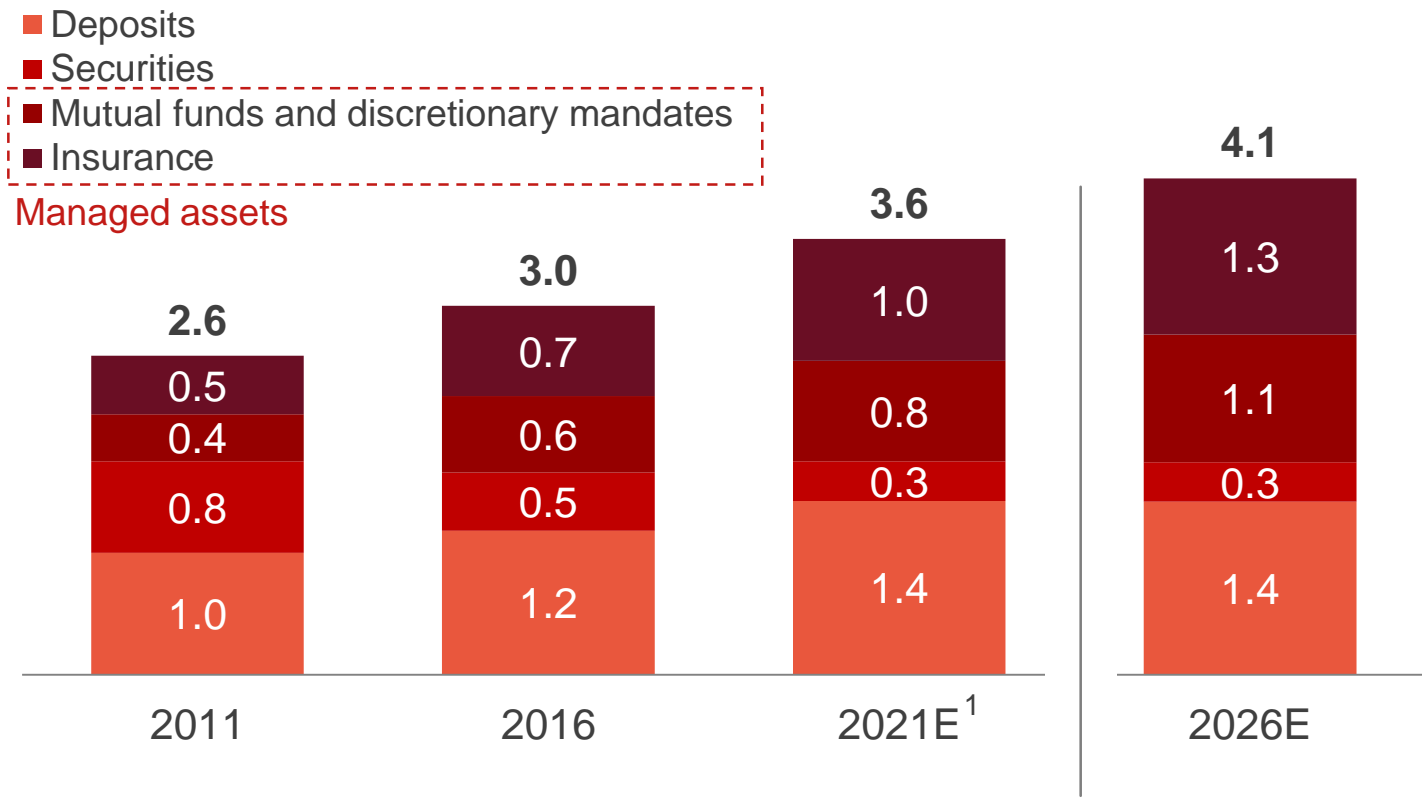


PENETRATION OF MANAGED ASSETS RISING QUICKLY

WILL KEEP GROWING AS EXCESS CASH IS PUT TO WORK



Italian Household Targetable Financial Wealth – Product mix €\tn



➤ Strong growth in **deposits** driven by low rates environment and pandemic-induced savings; large cash holdings to be put to work given **inflationary expectations**

➤ Long-term decline in **securities**: bail-in rules on bank bonds and lower appetite for sovereign bonds

➤ Structural growth in **managed assets**: pandemic has confirmed crucial role of **private savings** and **protection**

Managed Assets / Targetable Financial Wealth

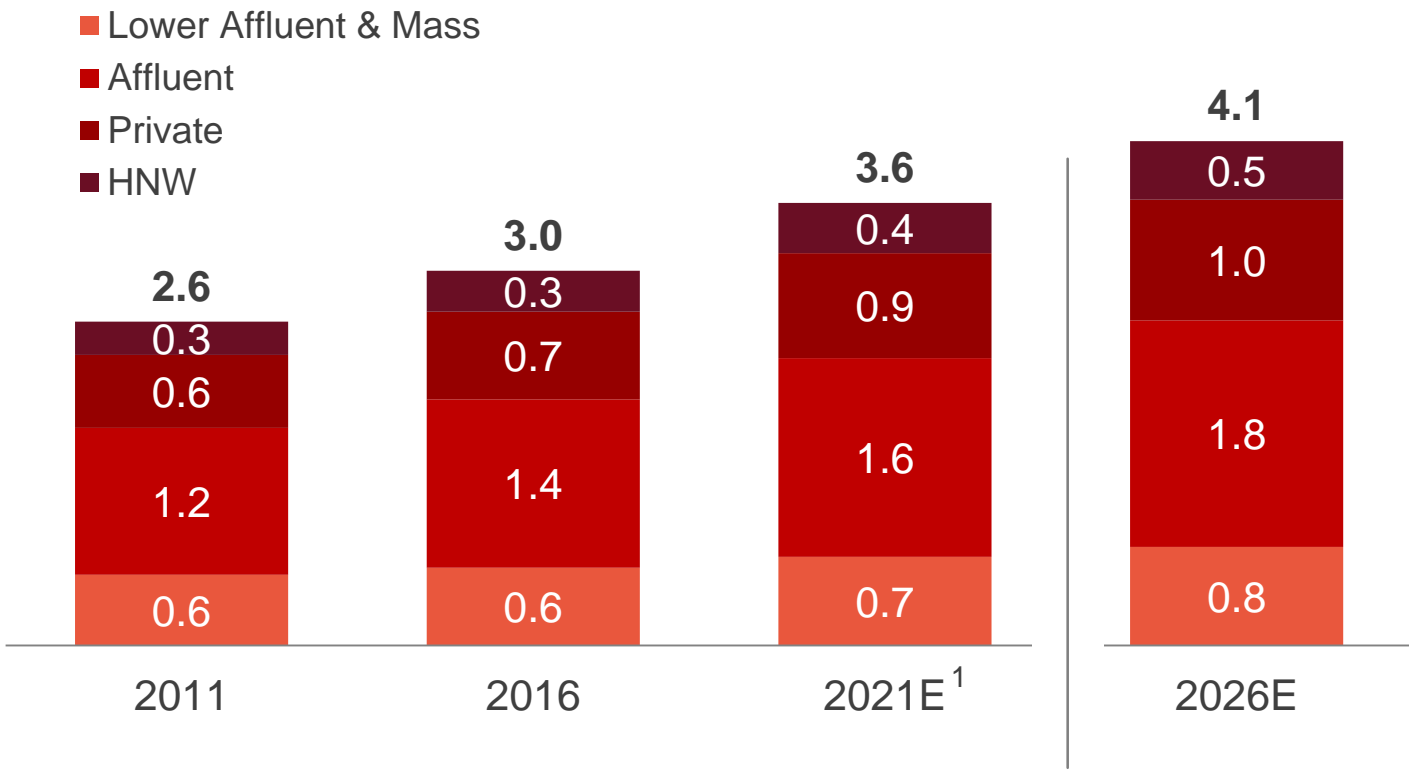


PRIVATE & HNW HOUSEHOLD WEALTH HAS OUTPACED MARKET GROWTH

AFFLUENT HOUSEHOLDS REPRESENT A SIZEABLE OPPORTUNITY



Italian Household Targetable Financial Wealth – Client segmentation €tn



- **0.66m Private & HNW households**, whose wealth has outpaced market growth; trend expected to continue over the next years

- **6.8m Affluent households**, with significant exposure to deposits (c.42% of financial wealth)

- **18.8m Lower Affluent & Mass households**, with prevalent exposure to deposits (c.70% of financial wealth) and primary banking needs

Private & HNW Household / Targetable Financial Wealth



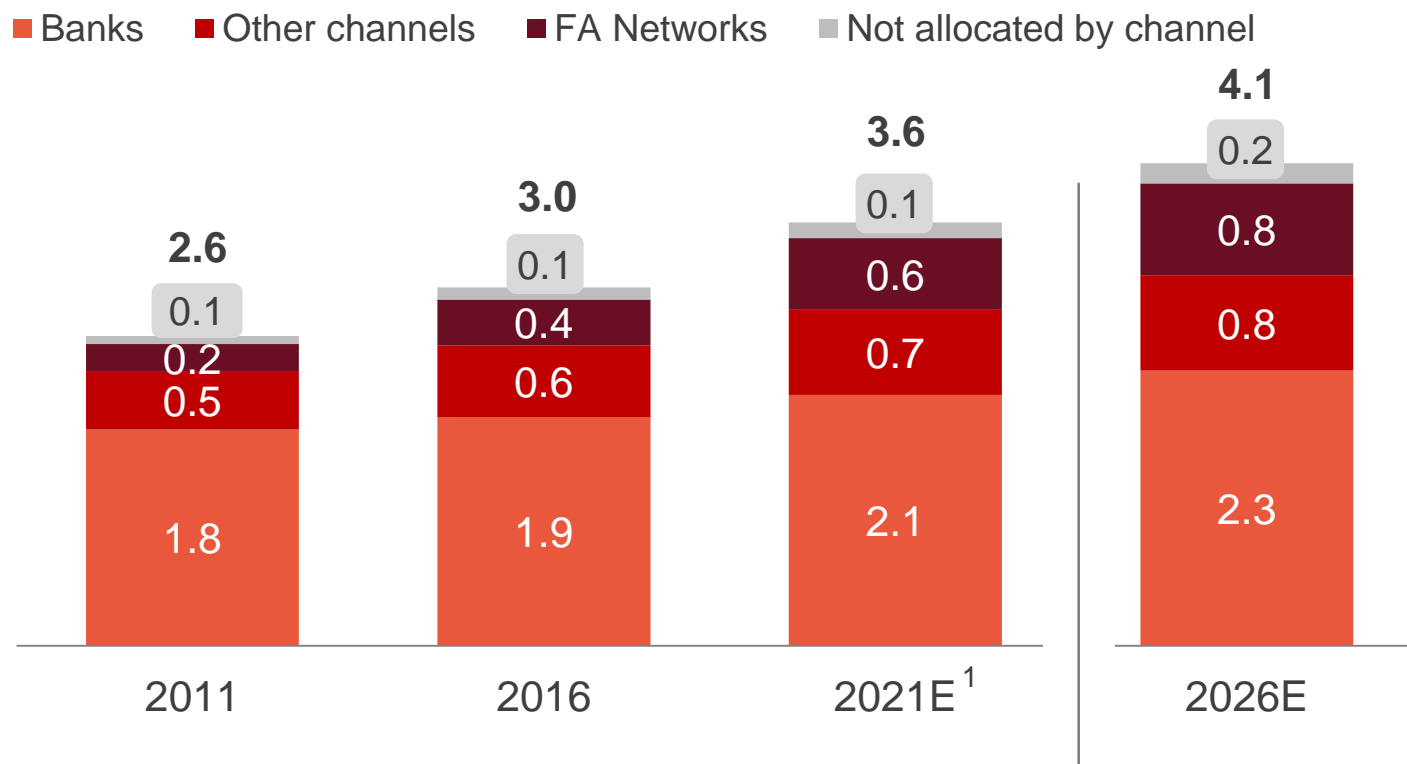
10 SOURCE: Prometeia estimates on data from Bank of Italy, Assogestioni, Assoreti, Ania, Covip; NOTES: Targetable financial wealth is a subset of financial wealth excluding private company shareholdings, cash, severance pay (TFR), commercial credits, P&C insurance reserves and other assets. Lower Affluent & Mass: <€100k; Affluent: €100k-€500k; Private: €500k - €5m; HNW: >€5m; numbers may not add up due to rounding; 1) Actual 2021 market data still not available



FA NETWORKS HAVE EXPANDED THEIR MARKET SHARE AT THE EXPENSE OF A STILL DOMINANT BRANCH-BASED BANKING SYSTEM



Italian Household Targetable Financial Wealth – Distribution channel €tn

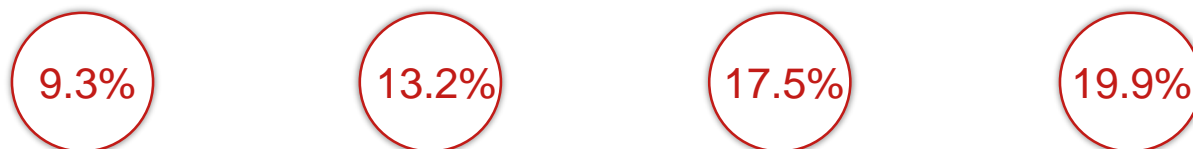


➤ **Financial Advisory networks** significantly expanding market share thanks to value of service to Clients and recruitment of advisors from banking industry; expected to reach c.20% of targetable financial wealth over the next five years

➤ **Banks losing market share**, albeit in the context of growing assets; still maintaining industry leadership

➤ **Other channels** (mainly Postal Offices and Insurance Agents) expected to keep growing slower than FA networks but faster than banks

FA Networks / Targetable Financial Wealth (allocated by channel)



BANCA GENERALI HAS SUCCESSFULLY GROWN ITS SHARE ACROSS ALL SEGMENTS YET IT IS STILL A «DROP IN THE OCEAN» OF ITALIAN TARGETABLE FINANCIAL WEALTH

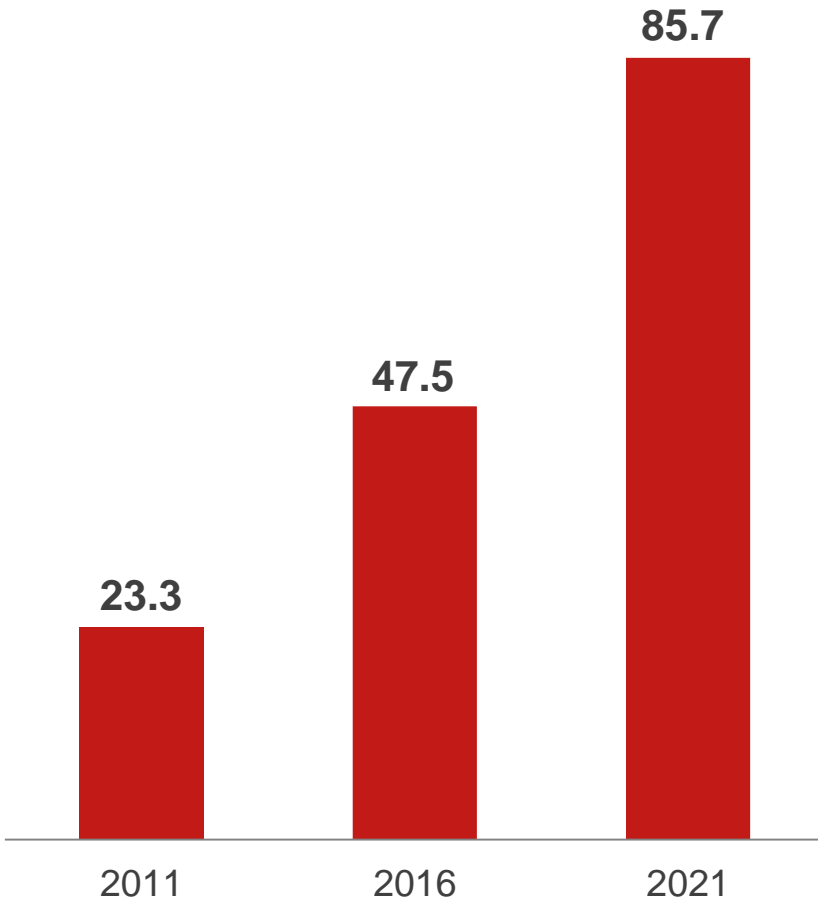


Reference segment	Banca Generali Share		
	2011	2016	2021E ¹
Targetable financial wealth	0.9%	1.6%	2.3%
Private & HNW financial wealth	1.1%	2.8%	4.6%
Financial Advisory networks	9.8%	12.2%	13.9%

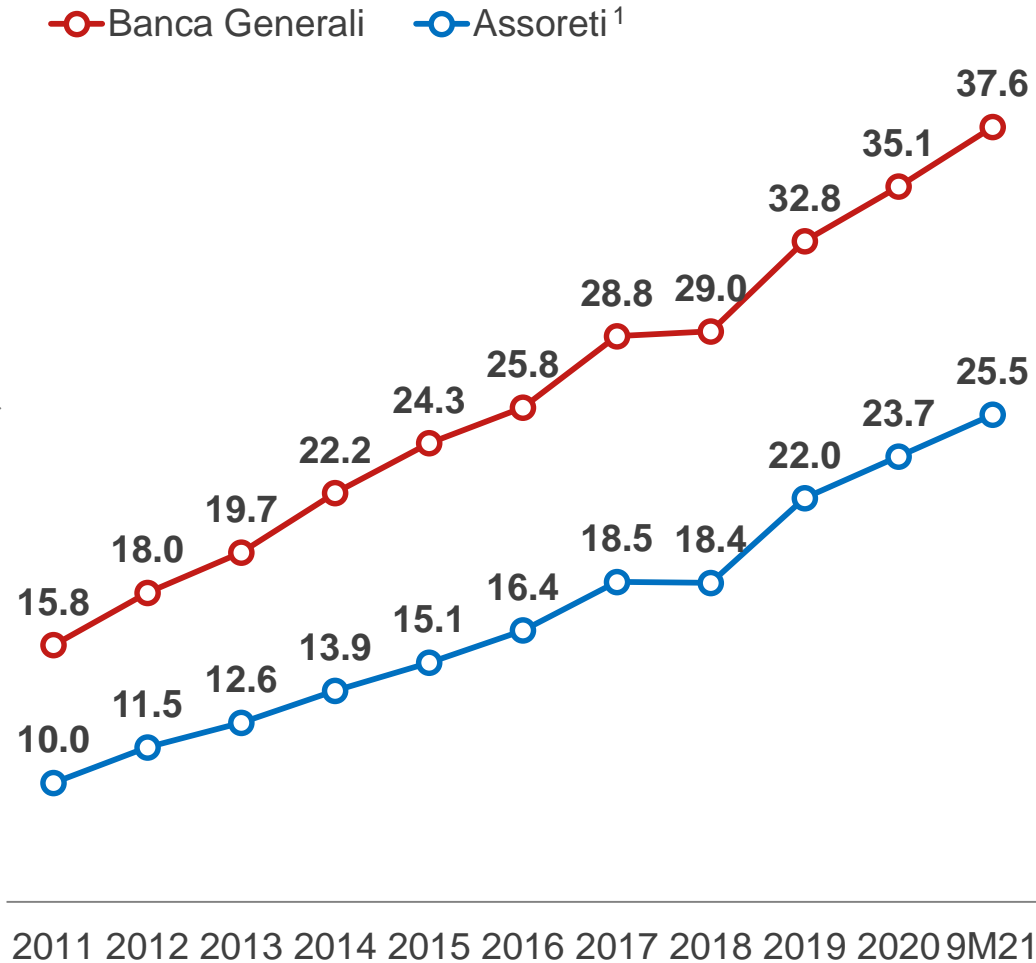
THE NETWORK, POWERED BY TECHNOLOGY, HAS BEEN OUR KEY GROWTH ENGINE IN A VIRTUOUS CYCLE OF GROWING BRAND RECOGNITION AND ATTRACTION OF PRIVATE TALENT



Total assets €\bn



Portfolio size €\m



Brand strength



Third private bank in Italy by size



Best private bank in Europe for use of technology (2021)



Best private bank in Italy (2021)

GROWTH IS THE RESULT OF A JOURNEY INVOLVING BOLD STRATEGIC CHOICES

PROVIDING A HARD-TO-MATCH FOUNDATION FOR OUR NEW STRATEGIC PLAN



Network optimization

Focus on **quality of FAs and Managers**



Bank repositioning

Focus on empowering FAs through **WM ecosystem and platforms**



Network re-organization

Focus on bringing **Managers closer to FAs**

Phase 1
2006 IPO

Phase 2
2014 – 2018 Plan

Phase 3
2019 – 2021 Plan

2022-24 STRATEGIC PLAN AIMS TO TAKE BG GROWTH TO THE NEXT LEVEL

BUILDING ON OUR VISION

To be the n°1
private bank,
unique by **value**
of service, innovation
and **sustainability**

GROWTH WILL BE ACHIEVED THROUGH THE EVOLUTION OF THE BANK BASED ON THREE KEY PILLARS

Pillars

Value of service

Bring the Bank even closer to the FA network and Clients

Innovation

Continue to build a data-driven, digital and open bank

Sustainability

Be the ESG reference point for all our Stakeholders

BRING THE BANK EVEN CLOSER TO THE FA NETWORK AND CLIENTS

STRATEGIC GUIDELINES ON OFFER, SERVICE MODEL AND NETWORK MANAGEMENT APPROACH



1st Pillar

Value of service

Bring the Bank even closer to the FA network and Clients

Guidelines



Targeted offer



Providing FAs with **bespoke products, services and platforms** to anticipate the needs of a wider range of Clients



Multi-service model



Supporting FAs with **customized service models** to match the potential of each Client



Data-driven management approach



Leveraging data to support and **guide FA network's actions**, increasing value of service and productivity

KPIs

Assets under Advisory on Total Assets

8.5%-10.5%

[By 2024]

Managed solutions on Total Assets

52%-56%

[By 2024]

CONTINUE TO BUILD A DATA-DRIVEN, DIGITAL AND OPEN BANK

STRATEGIC GUIDELINES ON DATA, PLATFORMS AND PARTNERSHIPS



2nd Pillar

Innovation

Continue to build a data-driven, digital and open bank

Guidelines



Data-driven bank



Systematizing **data** to power our commercial approach, by deploying B2C-like data analytics in an advisor-centric setting



Digital platforms



Designing and integrating **platforms** to foster personalization of commercial processes, simplification of operating processes and digital customer experience



Partnerships ecosystem



Sourcing and orchestrating **partnerships** to position the Bank at the forefront of industry trends

KPIs

Operating Costs / Total Assets

≤28bps

[By 2024]

Digital investments 2022-2024¹

c.€40m

BE THE ESG REFERENCE POINT FOR ALL OUR STAKEHOLDERS

STRATEGIC GUIDELINES BY STAKEHOLDER



3rd Pillar

Sustainability

Be the ESG reference point for all our Stakeholders

Guidelines



Clients and FAs

Enriching our **SDGs¹ value proposition** by expanding our **ESG offer** and continuous training of our **FAs**



Shareholders & Authorities

Promoting **transparency and engagement** towards Shareholders and Authorities



Employees

Fostering a **stakeholder culture, diversity & inclusion** and **work-life balance**



Community & future generations

Actively contributing to **climate protection** and being responsible towards **communities**

KPIs

% of ESG Clients¹

> 50%

[By 2024]




Net zero emissions by

2040

OUR NEW PLAN WILL DELIVER CONSISTENT, PROFITABLE AND REMUNERATIVE GROWTH

TARGETING EVEN STRONGER NET INFLOWS, RECURRING NET PROFIT AND DIVIDENDS



Objectives	KPIs	Targets
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Investor Day 2022-2024

Milan, February 14th 2022

Andrea Ragaini

Deputy General Manager,
Wealth Management,
Markets & Products



BRING THE BANK EVEN CLOSER TO THE FA NETWORK AND CLIENTS

STRATEGIC GUIDELINES ON OFFER, SERVICE MODEL AND NETWORK MANAGEMENT APPROACH

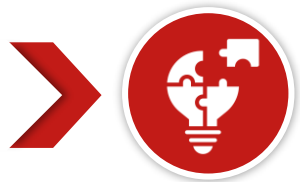


1st Pillar

Value of service

Bring the Bank even closer to the FA network and Clients

Guidelines



Targeted offer

Providing FAs with **bespoke products, services and platforms** to anticipate the needs of a wider range of Clients



Multi-service model

Supporting FAs with **customized service models** to match the potential of each Client



Data-driven management approach

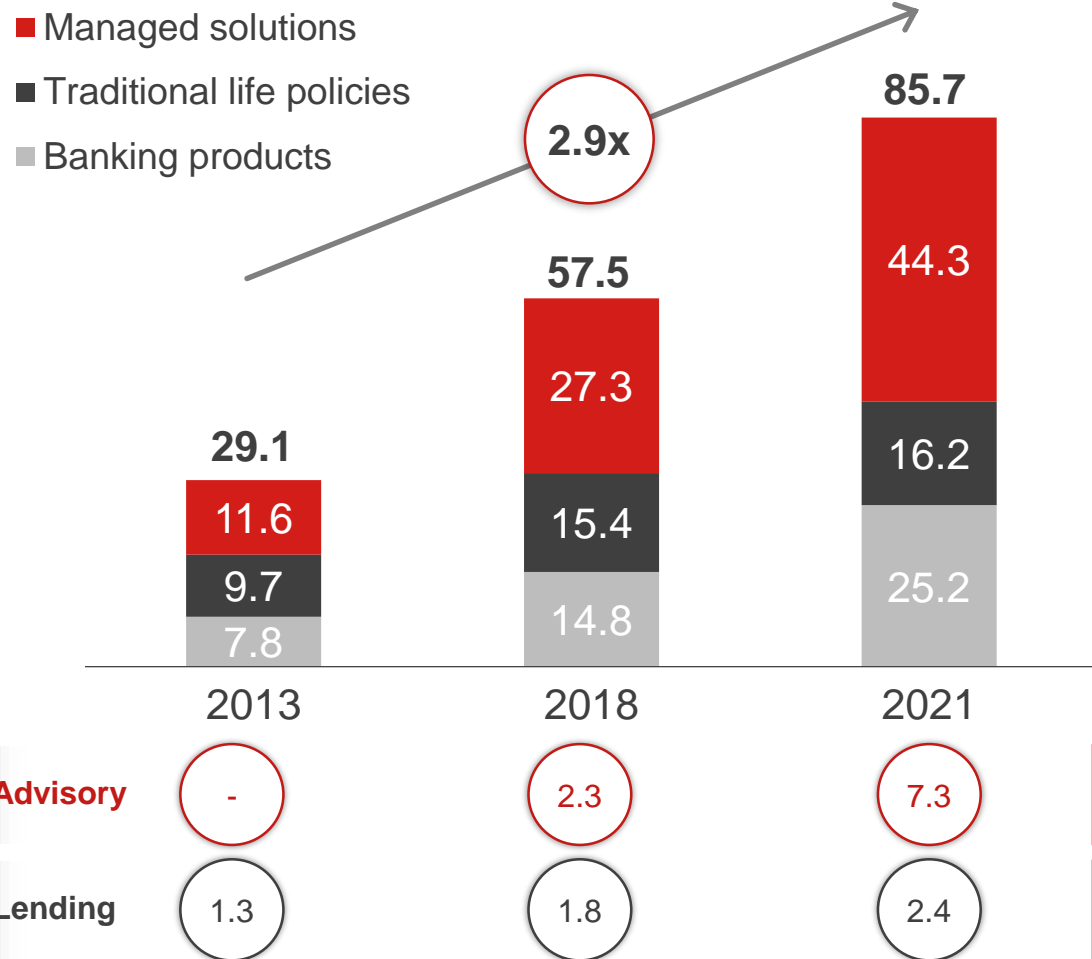
Leveraging data to support and **guide FA network's actions**, increasing value of service and productivity

TOTAL ASSETS BREAKDOWN AND KEY GROWTH DRIVERS

STEADY GROWTH COUPLED WITH EXCELLENT ABILITY TO DELIVER



Total Assets €bn



Key Growth Drivers

detailed next



1. Advanced Advisory

Our core activity



2. In-house offer

The cornerstone of our P&L



3. Insurance

A key competitive advantage in Wealth Management



4. Assets under Custody (AuC) & Banking

The gateway to Family wealth

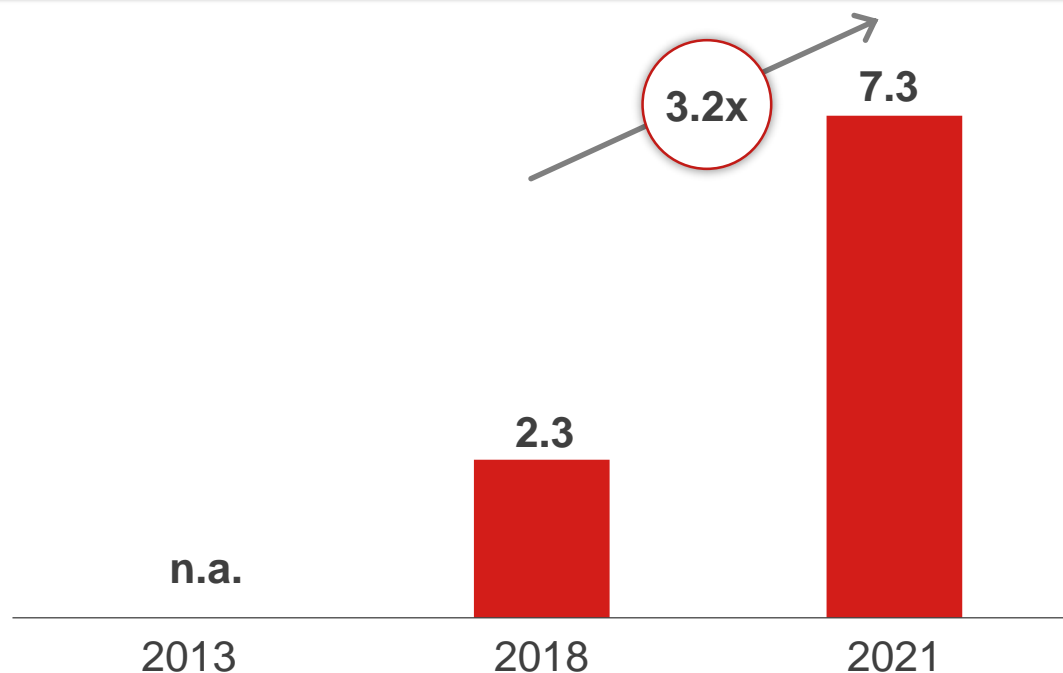


5. Lending

A complementary offer



Assets under Advisory €\bn



Awards



2021 Best Financial Advisory Network by Client satisfaction



2021 Best private bank in Europe for use of technology



Strong foundations

Leveraging our top quality **Financial Advisor Network**

Proprietary Platform

- ▶ Holistic picture of Client wealth
- ▶ Risk-based approach as a key advisory driver
- ▶ A powerful robo-4-advisory engine developed with UBS



Growth initiatives for the next level

Clients



New fee based contract

Scale up of **fee based approach** catering to new segments of FAs and Clients



Multi booking center in **Switzerland**

Obtainment of **Swiss banking licence** – BG Suisse



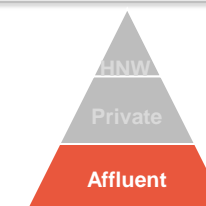
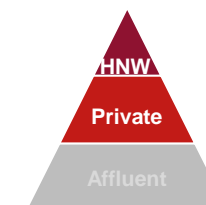
Advanced data analytics engine From pull to customized push approach

Launch of a new **platform** with several use cases for entrepreneur Clients and family companies: e.g. M&A, financing, liquidity events and more



Digital Portfolios From pull to customized push approach

Launch of **automated and customized guided solutions**



1.

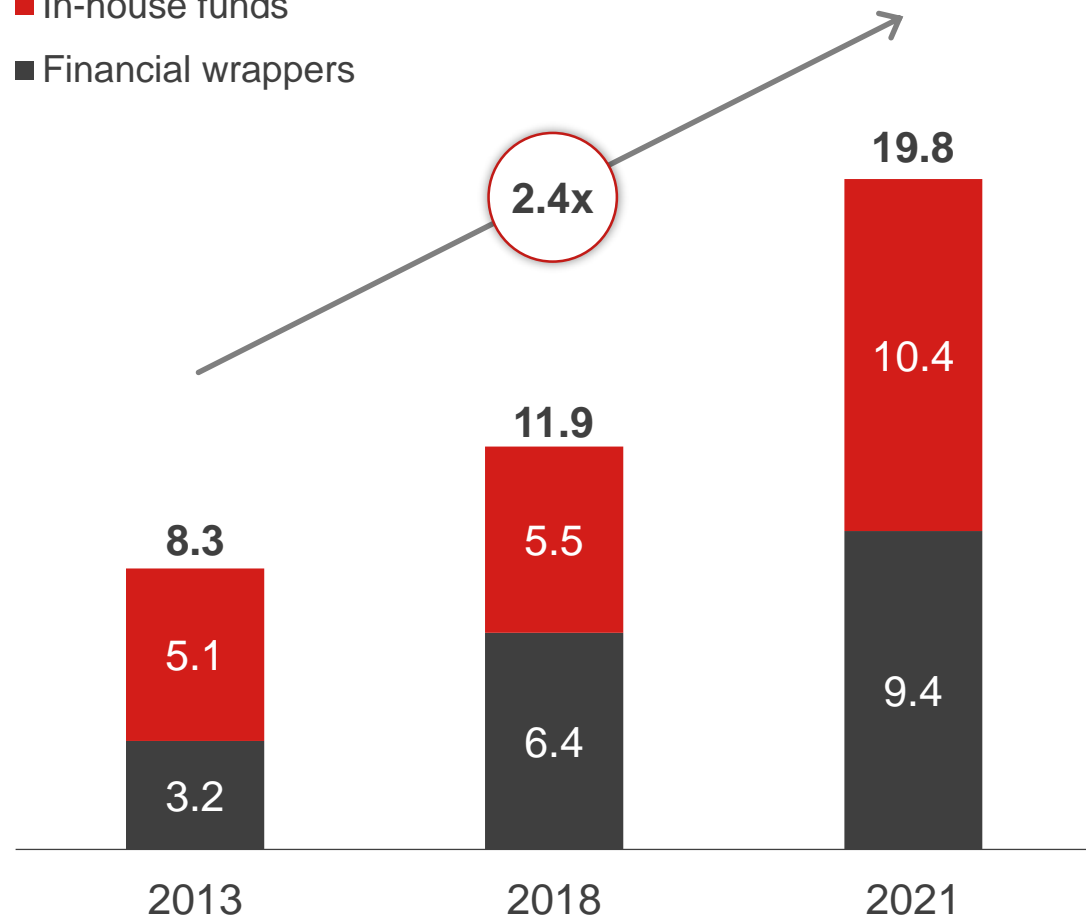
IN-HOUSE OFFER (1/2)

BG HAS BUILT A STRONG POSITION THANKS TO ITS INNOVATIVE PRODUCTS



In-house offer €\bn

- In-house funds
- Financial wrappers



Strong foundations

In-house funds

- Lux IM Sicav launched in 2018

Financial wrappers

- Offer redesigned with 7 different portfolio management teams

Platform

- Developed ESG Platform based on UN SDGs



IN-HOUSE OFFER (2/2)

WIDER RANGE OF TARGETED INVESTMENT SOLUTIONS



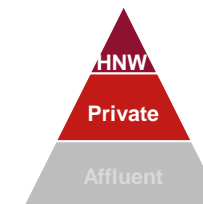
Growth initiatives for the next level

Clients



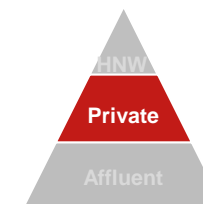
Private Markets platform

Development of **private markets** offer leveraging our **partnership with Generali** and **global top tier players**



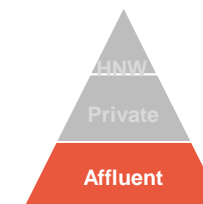
Lux IM **flagship** strategies

Expansion of Lux IM offer with **flagship tracker funds** to internalize our partners' best strategies



New Sicav

Launch of «**discretionary-mandate-like**» funds, with part of the underlying **invested in Lux IM** and enhanced **communication** support

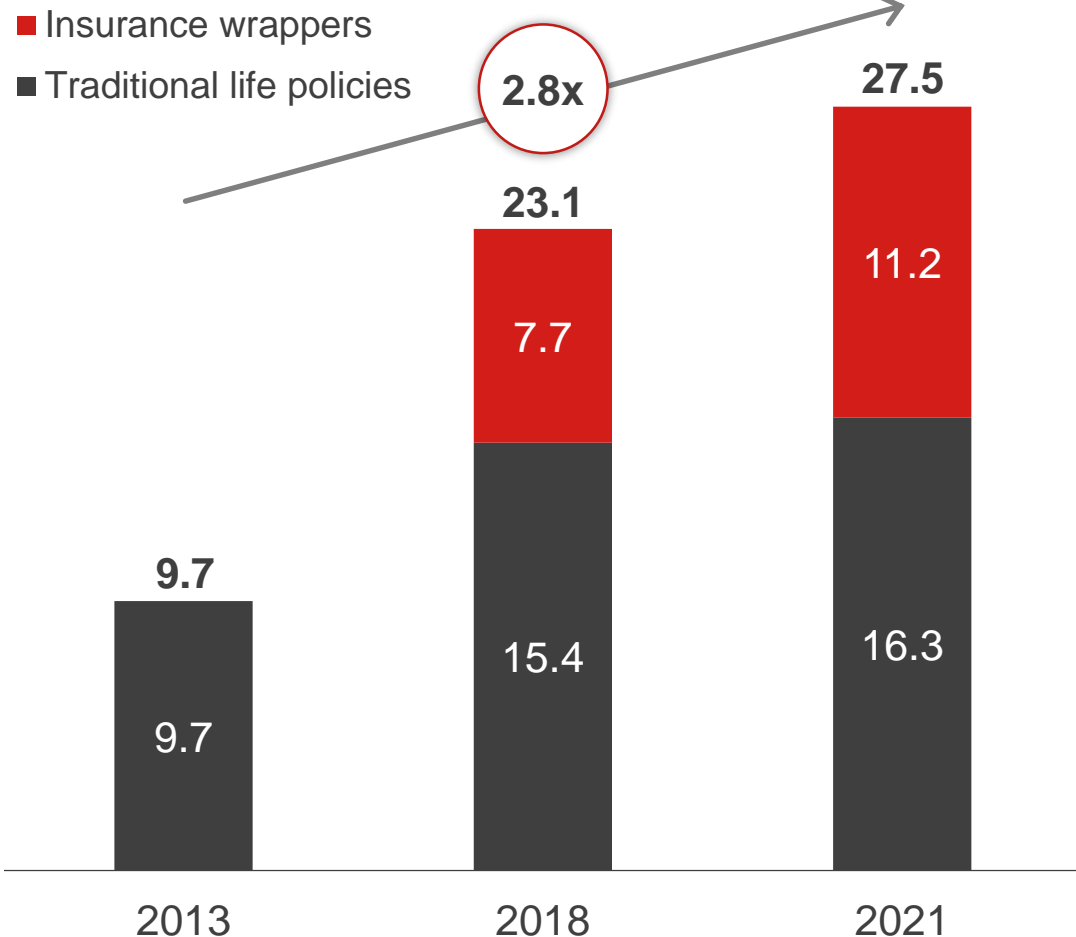


Smart accumulation plan

Launch of a new platform offering **smart risk rebalancing** based on customized triggers for each Client

ESG is a common theme across our product offer and SDGs platform

Insurance Assets €bn



Strong foundations

Our insurance **know-how and product range** are a competitive advantage in wealth management

Generali Group is a key source of expertise and innovation in the field, as well as brand solidity

Remarkable results achieved in the rebalancing of insurance wrappers and traditional solutions



3.

Growth initiatives for the next level

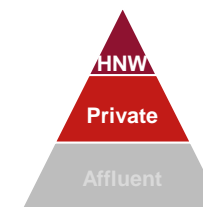
Clients



BG Stile Libero
protection riders



Introduction of new **riders within our insurance wrappers** in the health and family protection fields



Lux Protection Life



Scale up of our **private insurance platform**, enriched with real assets solutions



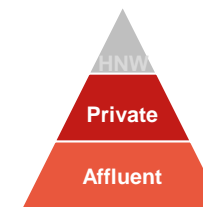
3.



New insurance platform



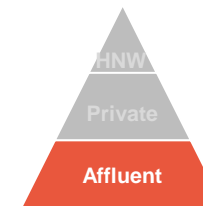
Launch of innovative **insurance platform** aimed at diverting liquidity from current accounts



BG Oltre

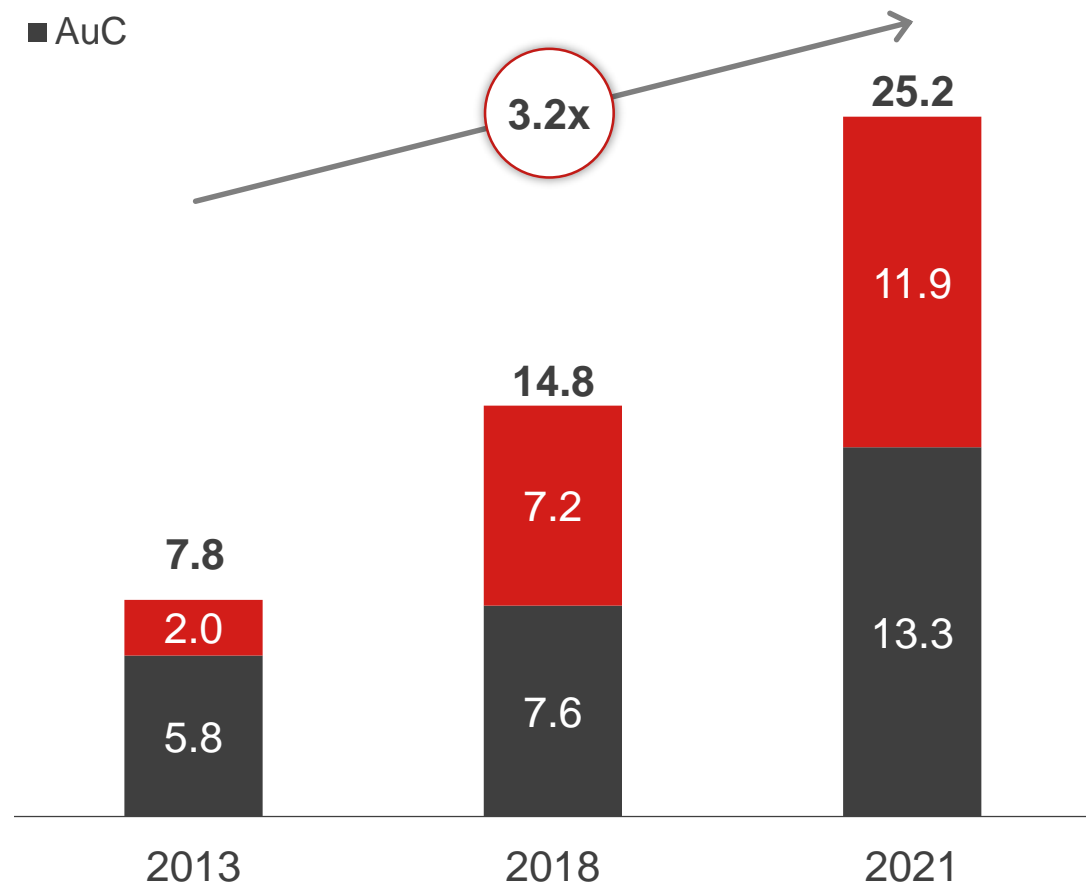


Launch of **new wrapper** with a **simpler sale and post-sale proposition, in-house underlying** and enhanced financial and sustainability **communication** support



Banking products €\bn

- Current accounts
- AuC

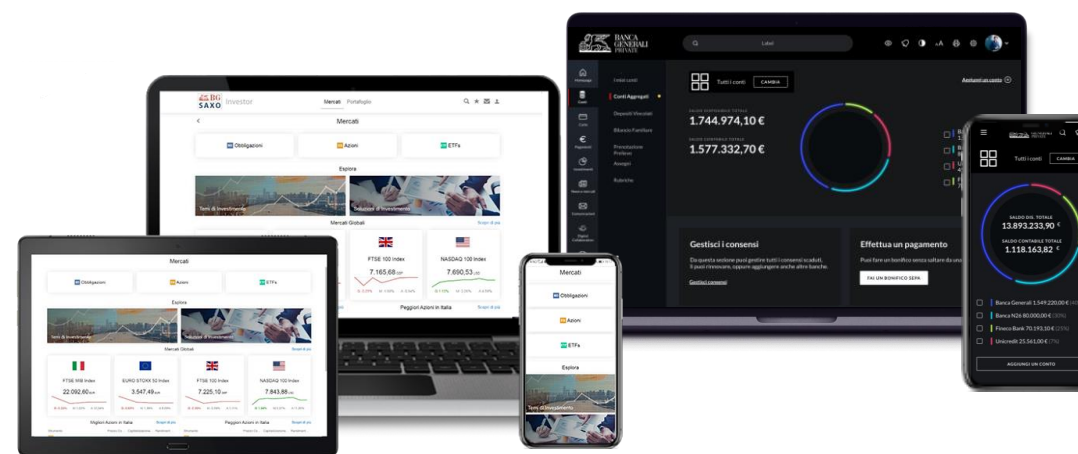


Strong foundations

Partnership with BG Saxo to launch **BG Saxo SIM trading platform** - up and running

Private Certificates in open architecture, working with the leading providers of structured products

New **home banking** with full **digital onboarding** and **PSD2 account aggregation** system



CUSTODY ASSETS AND BANKING (2/2)

ENRICHING OUR OFFER ON AUC AND BANKING SOLUTIONS



Growth initiatives for the next level

Clients



Certificates
BG|CERTIFICATEhub:



Expansion into the **Secondary Market**



Ro4AD Evolution



Launch of automatic delivery of **bespoke trading ideas** for individual stocks and bonds



BG Saxo



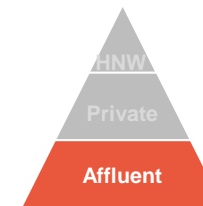
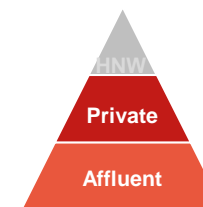
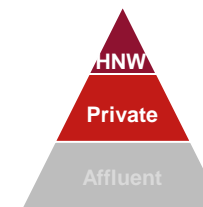
Unleash the full **potential of the platform**, launching **innovative initiatives**



Current Accounts



Introduction of a new range of **smart pricing** accounts

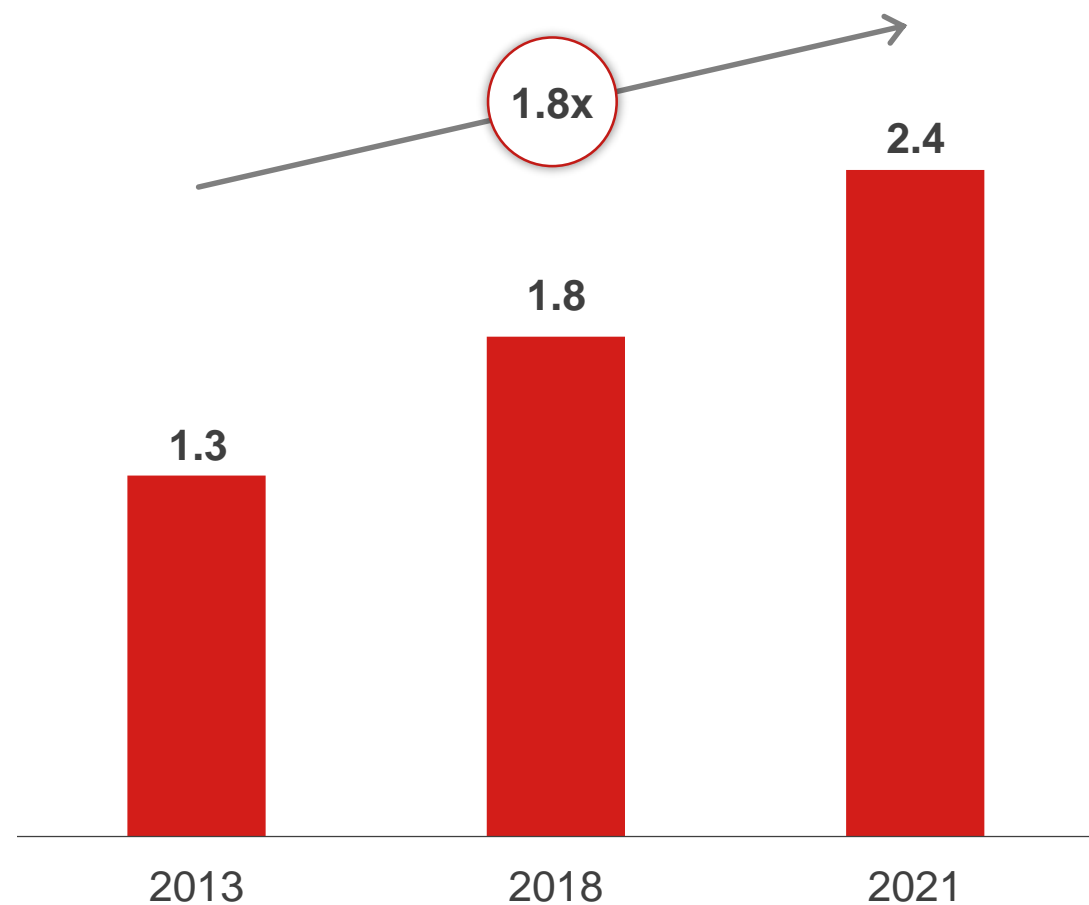


LENDING (1/2)

ANCILLARY TO PRIVATE BANKING WITH UPSIDE POTENTIAL



Lending €\bn



Strong foundations

An ancillary proposition to wealth management activities, mainly granted to **private individuals**

High credit quality, over-collateralized with negligible portfolio risk

Loan book largely composed of **floating-rates loans**, linked to Euribor



5.

LENDING (2/2)

UNLOCKING THE POTENTIAL OF LENDING



Growth initiatives for the next level

Clients



Specialist teams

Roll-out of **specialist teams** to support our FA Network in increasing lending penetration



Lending partnerships

Establishment of partnerships to supply **non-collateralized corporate credit**



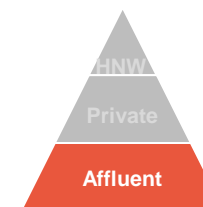
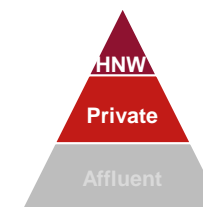
Lombard solutions

Expansion of Lombard solutions through **amortizing Lombard loans**



Instant Lombard Lending

Launch of dedicated IT platform enabling Clients to **request an instant loan digitally** through BG Mobile App or Home Banking



5.

SUMMING UP

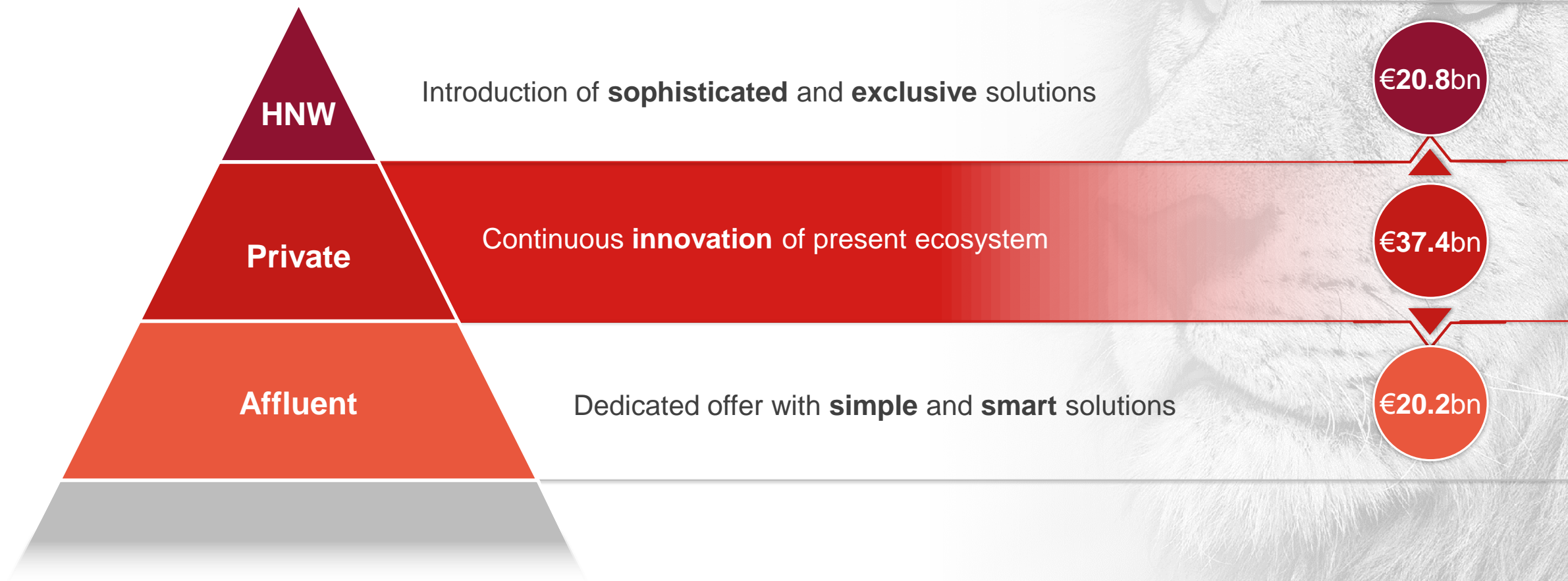
PRODUCTS, SERVICES AND PLATFORMS TO SERVE CURRENT CLIENTS AND ATTRACT NEW CLIENTS



Client pyramid

1. Advanced Advisory
2. In-house offer
3. Insurance
4. AuC & Banking
5. Lending

2021 Client assets¹



BRING THE BANK EVEN CLOSER TO THE FA NETWORK AND CLIENTS

STRATEGIC GUIDELINES ON OFFER, SERVICE MODEL AND NETWORK MANAGEMENT APPROACH



1st Pillar

Value of service

Bring the Bank even closer to the FA network and Clients

Guidelines



Targeted offer



Providing FAs with **bespoke products, services and platforms** to anticipate the needs of a wide range of Clients



Multi-service model



Supporting FAs with **customized service models** to match the potential of each Client



Data-driven management approach



Leveraging data to support and **guide FA network's actions**, increasing value of service and productivity

EXPAND OUR SERVICE MODEL TO BETTER SUPPORT FAs AND CLIENTS

THREE DEDICATED APPROACHES

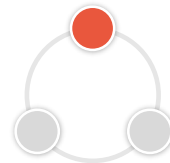


New service models



Target Client and description

High potential Clients



➤ **Enhanced**
“**Double touch**” service model, powered by dedicated Family Office data-driven platform, to better capture complex-need HNW Clients

Smaller Clients



➤ **Guided**
«**Hybrid**» service model, adding centrally curated solutions and platforms to help manage Clients with less complex needs

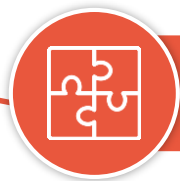
Hands-on Clients



➤ **Self**
«**Digital**» service model, digital accessibility and assistance for standard needs and low-value-added activities

ENHANCED: A «DOUBLE-TOUCH» MODEL FOR HNW CLIENTS

COMBINING RICH DATA, ANALYTICS, SERVICE TEAMS AND PARTNERS



Family Office Data Driven Platform

Family Office Platform for FAs highlighting **bespoke commercial opportunities** for high potential Clients



Expertise brought by the Bank and Partners

Specialized teams working alongside FAs to understand Client needs on complex topics and to identify the right solution provider

Comprehensive **report**:

- **Family wealth analysis**
- **Macro-trend analysis**
- **Corporate and Family governance**
- ...

Use cases:

- **M&A opportunities**
- **Subsidized finance**
- **Governance structure and succession planning**
- ...

Leveraging in-house teams and/or an **ecosystem of external partners** for the actual provision of services

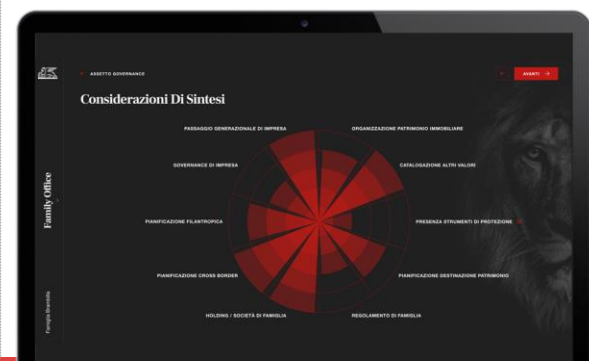
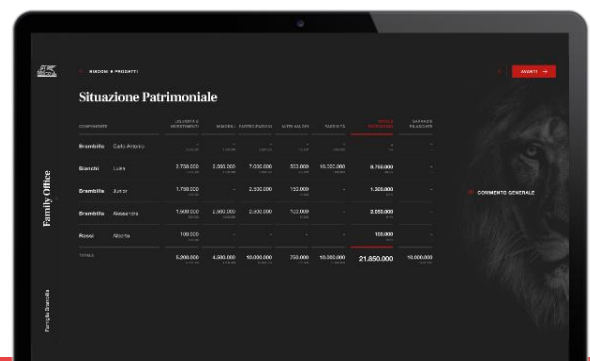
«**DOUBLE-TOUCH**»



FAs + Clients

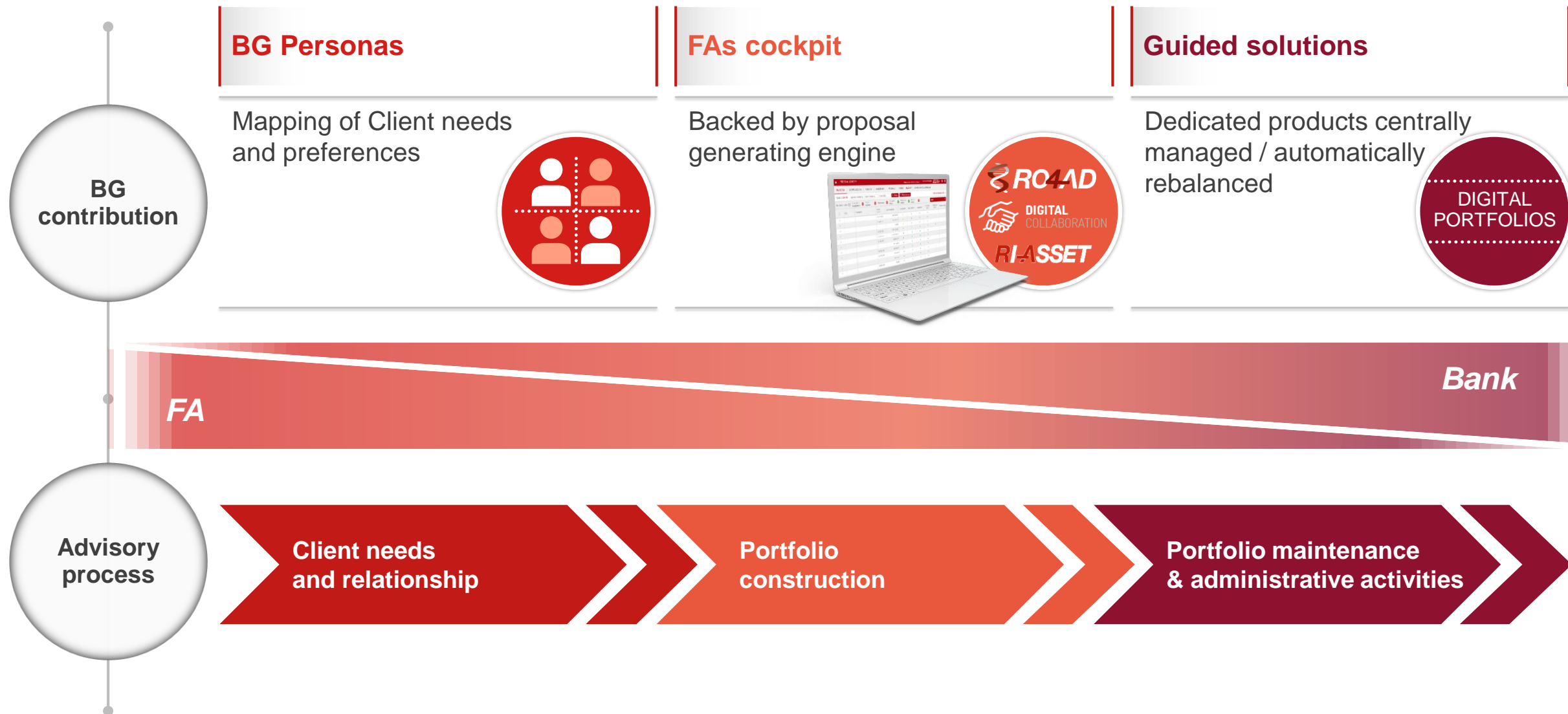


Specialist Teams



GUIDED: A «HYBRID» MODEL TO SERVE AFFLUENT CLIENTS

DEDICATED ENGINE TO DELIVER GUIDED INVESTMENT SOLUTIONS



SELF: A «DIGITAL» MODEL FOR HANDS-ON CLIENTS

CURATED ECOSYSTEM OF DIGITAL SERVICES IN SELECTED VERTICALS



SUMMING UP

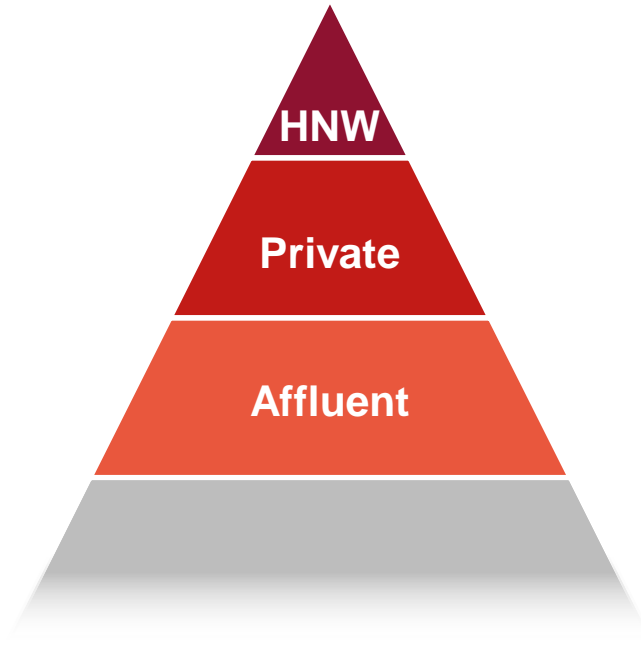
EXPANDING OUR OFFER AND SERVICE MODEL, INCREASING VOLUMES AND MARGINS



Targeted offer



Multi-service model



To better serve different Client segments,
support new Clients and FAs acquisition
and increase volumes and margins

Investor Day 2022-2024

Milan, February 14th 2022

Marco Bernardi

Deputy General Manager,
Commercial Networks,
Alternative Channels
and Support



1st Pillar

Value of service

Bring the Bank even closer to the FA network and Clients

Guidelines



Targeted offer



Providing FAs with **bespoke products, services and platforms** to anticipate the needs of a wide range of Clients



Multi-service model



Supporting FAs with **customized service models** to match the potential of each Client



Data-driven management approach



Leveraging data to support and **guide FA network's actions**, increasing value of service and productivity

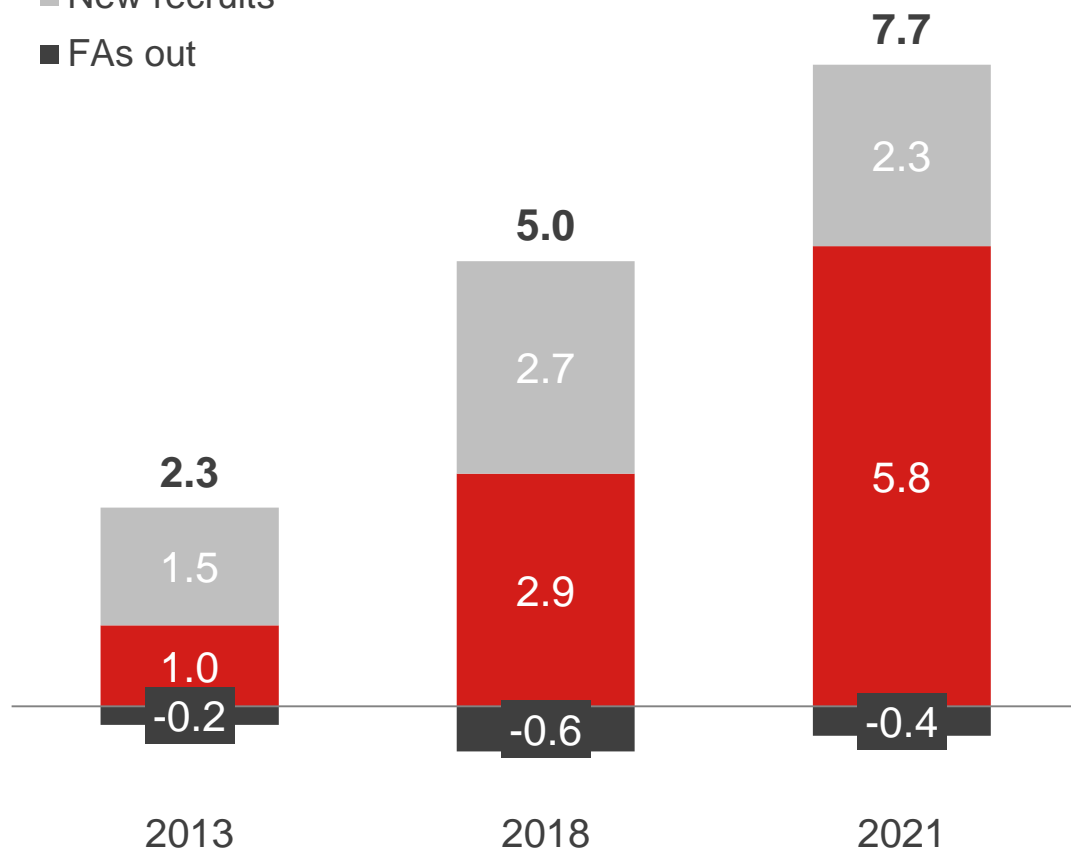
BANCA GENERALI HAS POSTED IMPRESSIVE GROWTH

THE FA NETWORK IS THE KEY



Net inflows €\bn

- Existing network
- New recruits
- FAs out



Key reasons

➤ **Multi-year FA network improvement** effort, leading to best-in-class advisor quality and unique organizational setup



➤ **Private positioning and brand recognition**, allowing FAs to reach large-ticket Clients



➤ **Wealth management ecosystem**, empowering FAs to approach Client wealth holistically through platforms, services and products

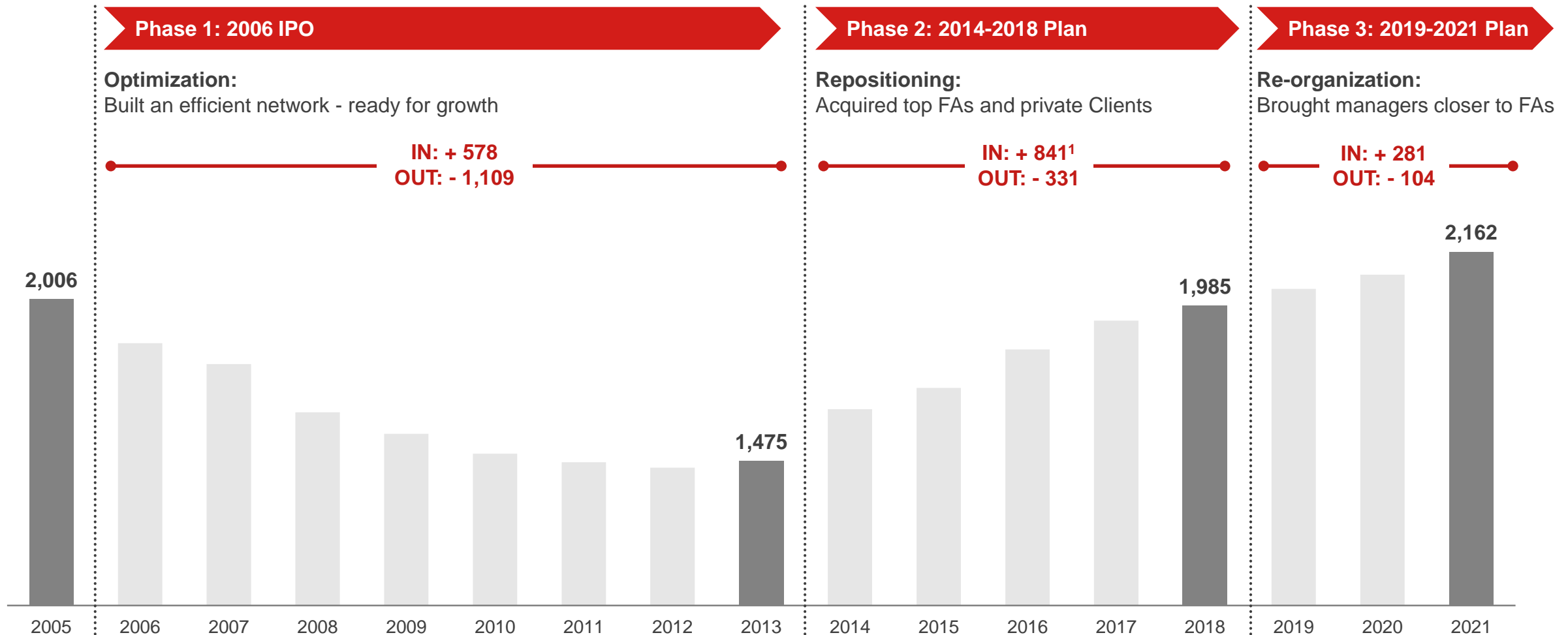


BG'S GROWTH TRACK-RECORD IS BUILT ON ITS KEY ENGINE: THE FA NETWORK

A SOLID FOUNDATION WHICH HAS BEEN OPTIMIZED, REPOSITIONED AND RE-ORGANIZED







Financial Advisors



FA NETWORK RE-ORGANIZATION HAS BEEN CRUCIAL IN FOSTERING PRODUCTIVITY

THANKS TO MANAGERS ALLOCATED TO HOMOGENEOUS FAMILIES OF FINANCIAL ADVISORS



		Network structure	Client assets €bn		FAs ¹ #		Avg. portfolio ² €lm	
			2018	2021	2018	2021	2018	2021
Financial Advisors	WM	 WEALTH MANAGERS	15.6	28.0	252	352	73.2	95.8
	PB	 PRIVATE BANKERS	31.4	42.3	1,189	1,323	27.3	35.5
	FP	 FINANCIAL PLANNERS	4.1	4.5	412	340	10.6	14.4
	Of which BG TEAM		1.9	9.9	61 FAs in 29 teams	254 FAs in 118 teams	67.1	83.7
Employees	RM	 RELATIONSHIP MANAGERS	4.1	5.8	67	74	69.0	81.6

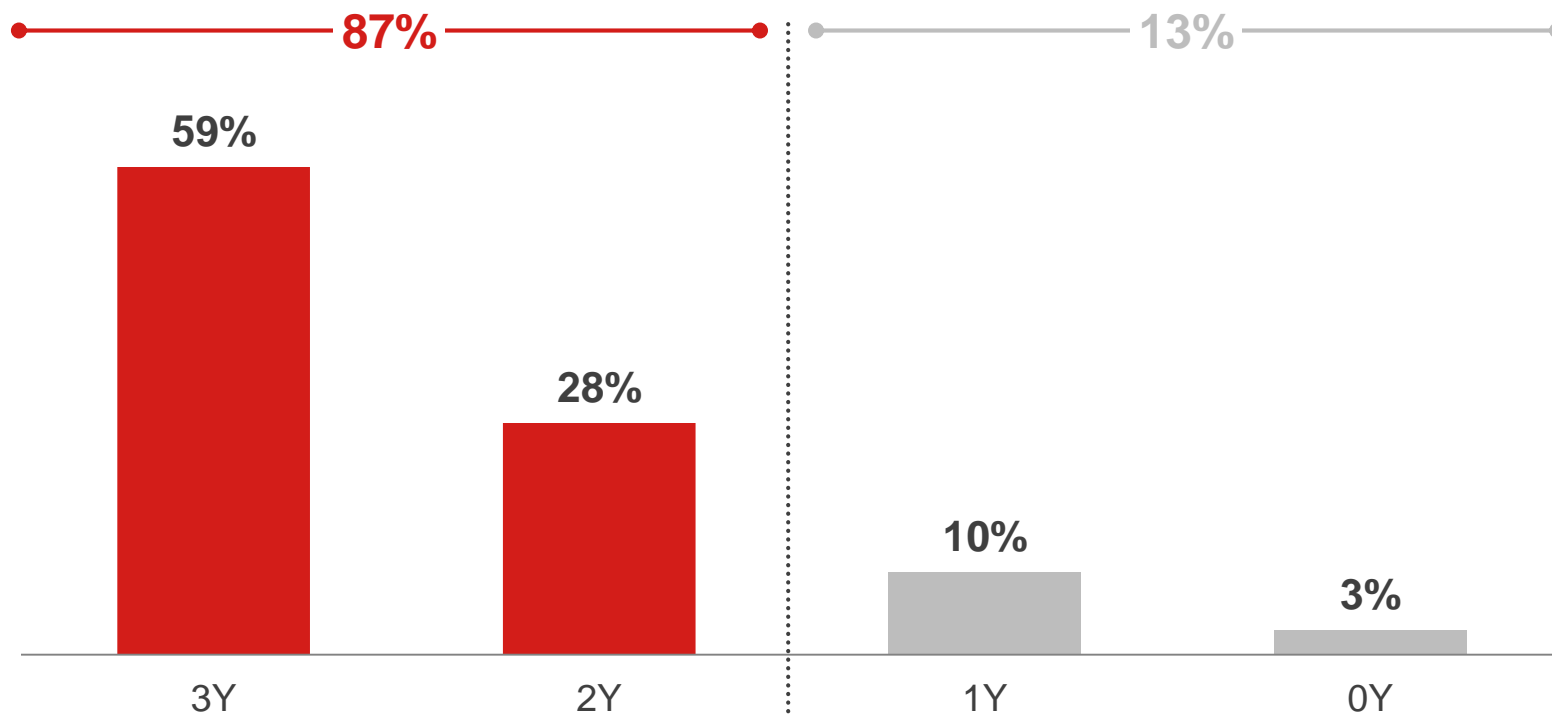
THE VAST MAJORITY OF THE NETWORK HAS CONTRIBUTED TO RESULTS

87% OF ADVISORS HAVE CONSISTENTLY GENERATED POSITIVE NET INFLOWS OVER 2019-21



Productivity distribution 2019-2021

% of existing network with positive net inflows for N years, 2019-21



- ▶ **87% of advisors are systematically growing their portfolio**, with positive net inflows for at least two years over 2019-2021
- ▶ **13% of advisors are either not growing or shrinking their portfolio**, with negative net inflows for at least two years over 2019-2021

% of Client assets



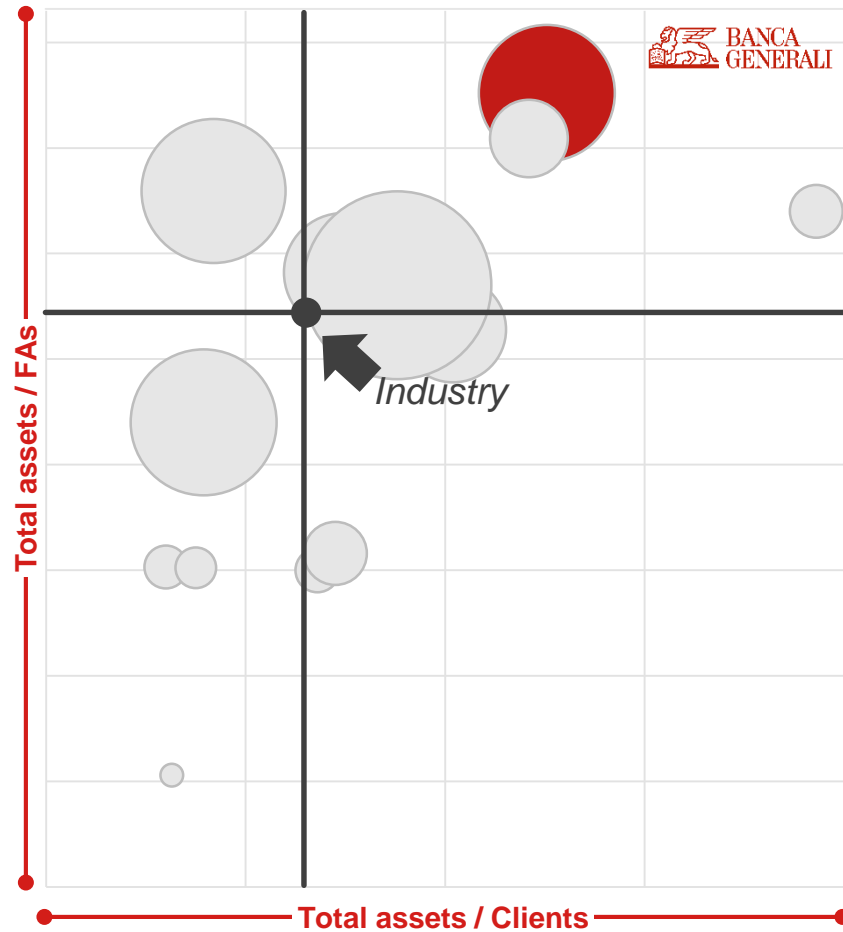
TODAY, BANCA GENERALI STANDS OUT IN THE INDUSTRY

BOTH IN TERMS OF POSITIONING AND PRODUCTIVITY



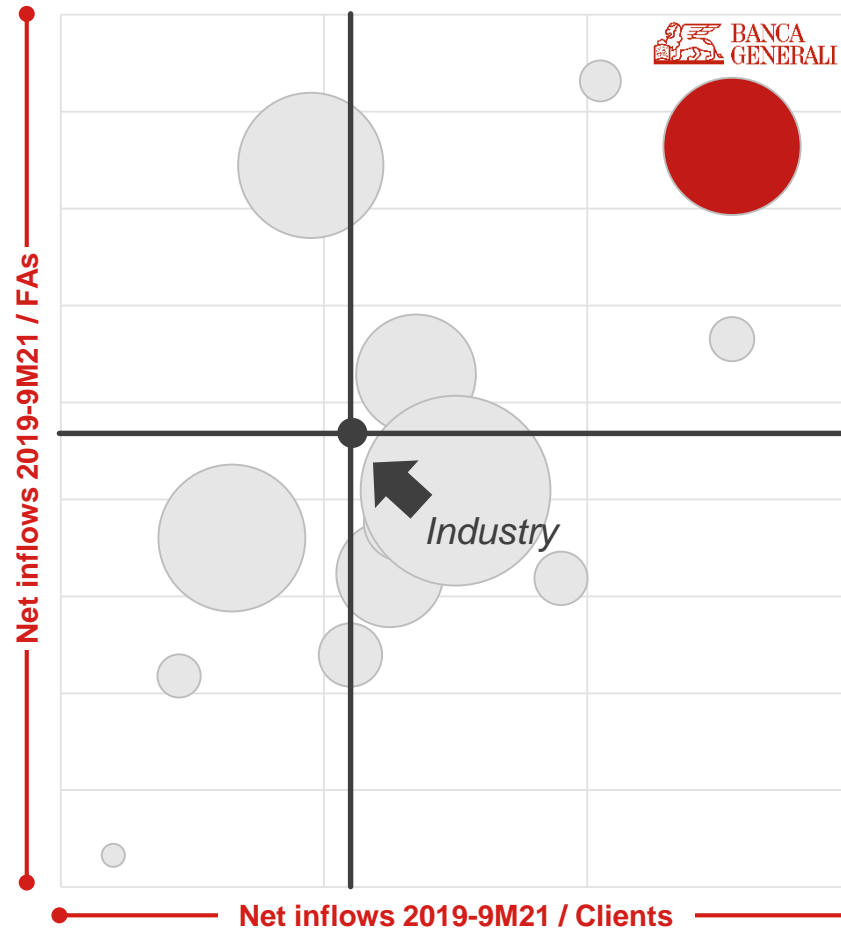
Positioning vs industry

FA networks by total assets per capita: FAs vs Client



Productivity vs industry

FA networks by net inflows per capita: FAs vs Clients

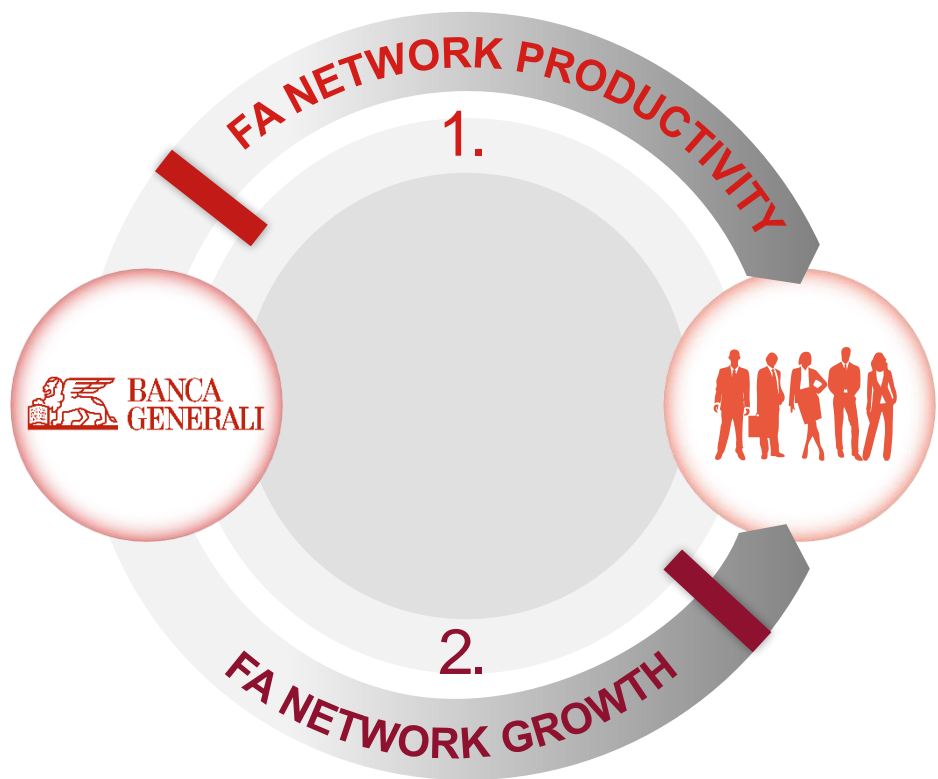


► Banca Generali ranks at the top of FA networks, by:

- **Positioning** - avg. size of Financial Advisors and Clients;
- **Productivity** - avg. net inflows per Financial Advisor and Clients

BANCA GENERALI ASPIRES TO TAKE ITS GROWTH TO THE NEXT LEVEL

BY WORKING ON BOTH PRODUCTIVITY AND NETWORK EXPANSION

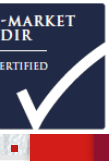


1. **Support FAs' productivity** through a new data-driven approach
2. **Expand the network base** by tapping new and diverse talent pools

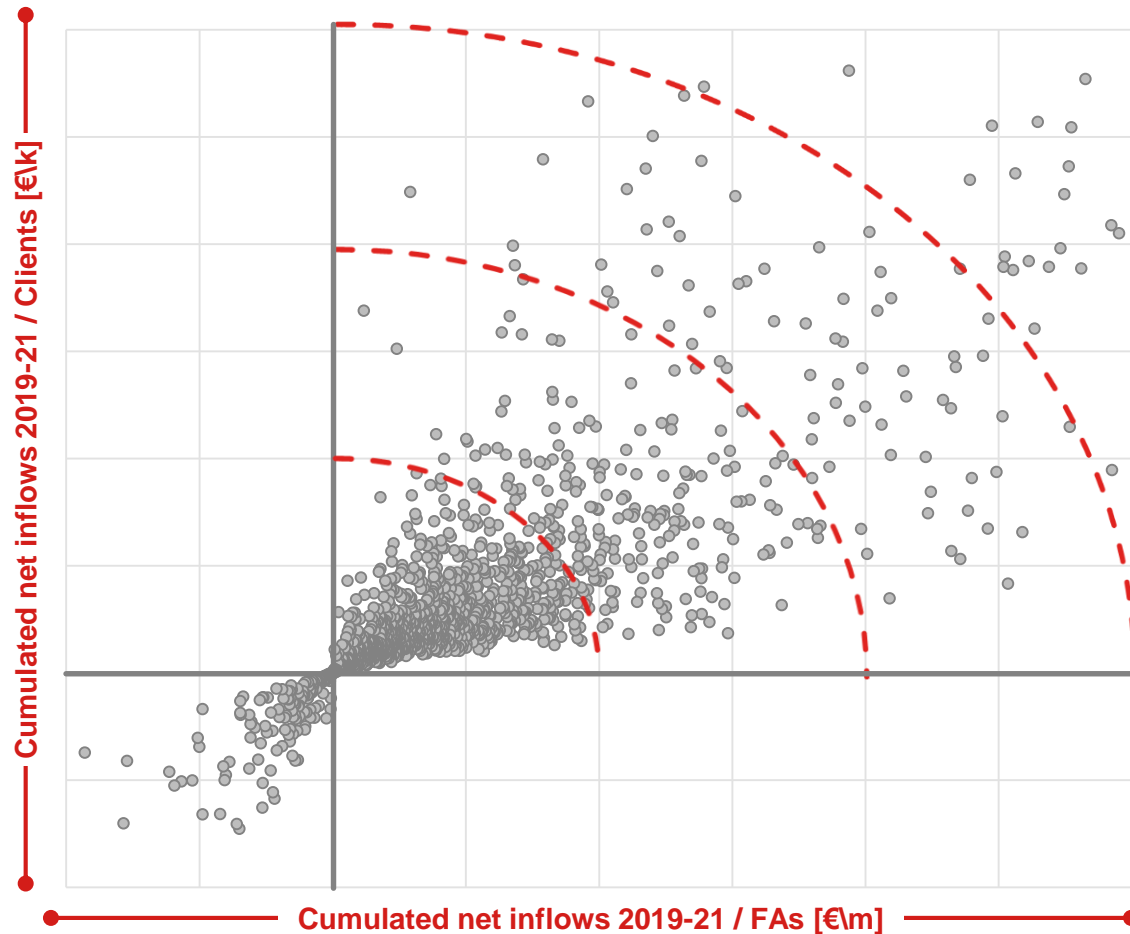
Detailed next

DESPITE BEST-IN-CLASS METRICS, THERE IS ROOM FOR FURTHER IMPROVEMENT

THERE IS STILL AMPLE DISPERSION IN THE PERFORMANCE OF INDIVIDUAL FAs



Productivity dispersion



Root causes

▶ Client base characteristics:

number of Clients served, Client size, share of wallet, Clients in accumulation vs decumulation phase, Client generational change etc.



▶ FA's characteristics:

seniority, skills (commercial and technical) and attitude (to delegate portfolio construction and maintenance, to digital, to non financial services, to ESG)



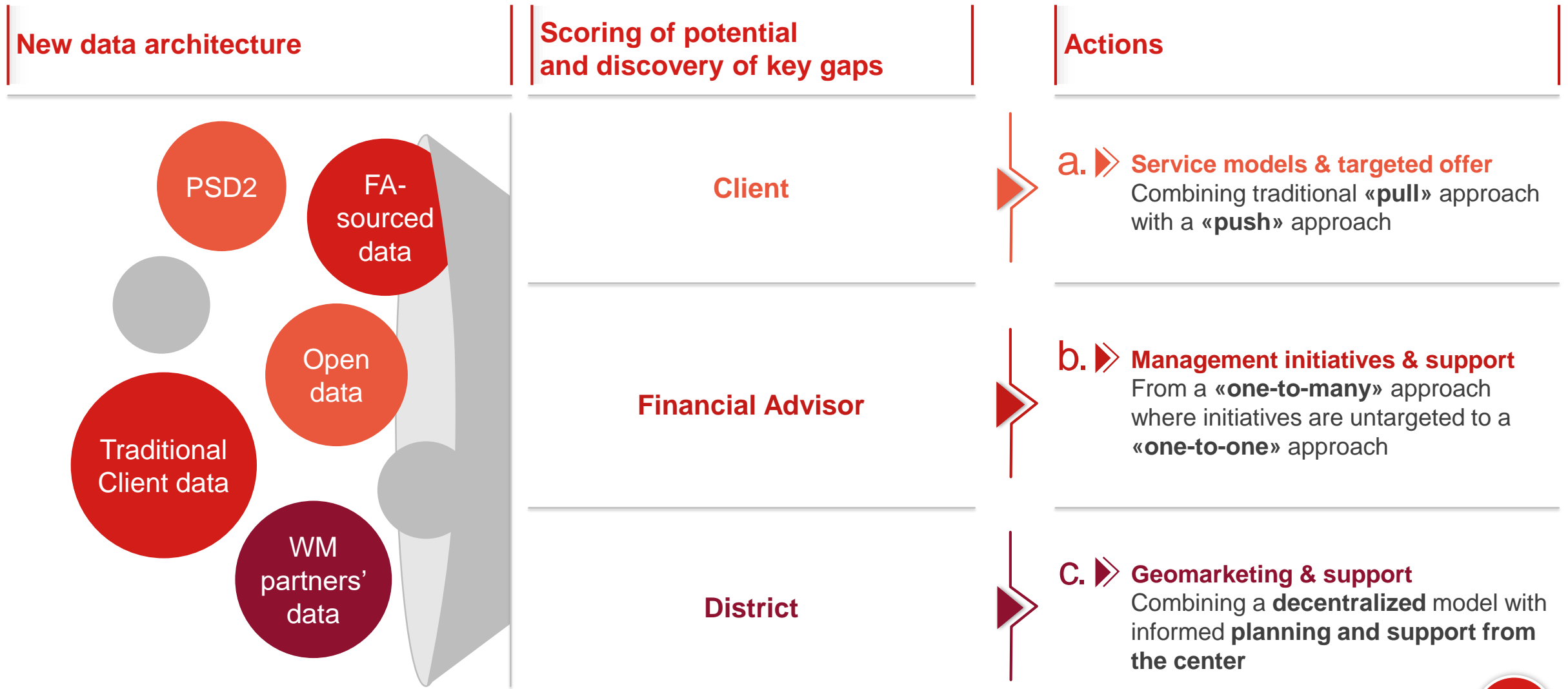
▶ District characteristics:

district type, district wealth, competitors' strength, bank footprint etc.



DATA & ANALYTICS WILL BE KEY TO IMPROVE AGGREGATE PRODUCTIVITY

SCORING OF POTENTIAL WILL HIGHLIGHT GAPS AND DRIVE MANAGEMENT ACTIONS



The end-goal is to boost **productivity** by systematically identifying potential and addressing **performance gaps**



A SCORING OF CLIENT POTENTIAL WILL GUIDE FA AND BANK ACTIONS RESULTING IN TARGETED CLIENT SERVICING



Step 1: Client data

Step 2: scoring of potential

Step 3: shared action plan

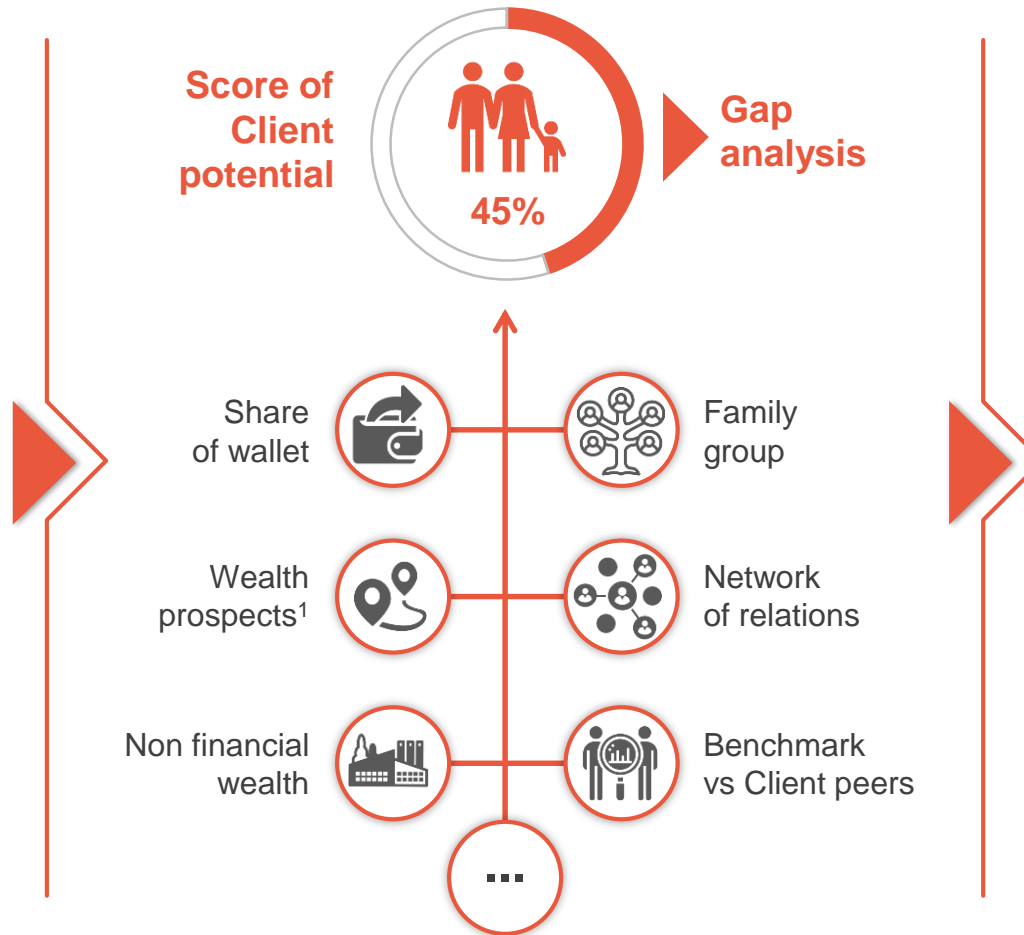
Next level

Systematic knowledge of Clients shared by Bank, FAs and managers



Strong personal relation / knowledge between FAs and Clients

Foundation



Shared assessment of **development potential** and **gaps** will guide **service effort** for each Client

Opportunity for the Bank to selectively move from «pull» to «push» approach in deployment of **service models** or **targeted offer**

Tools



Service models



Targeted offer

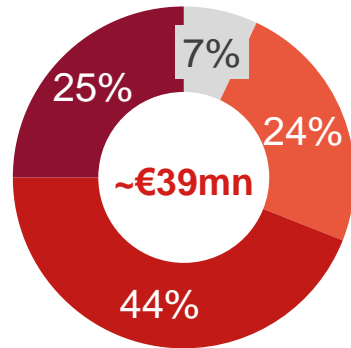
ENABLING FAs TO RE-ALLOCATE TIME TOWARDS BEST OPPORTUNITIES

HOW WE WILL DELIVER BETTER PRODUCTIVITY AND PROFITABILITY

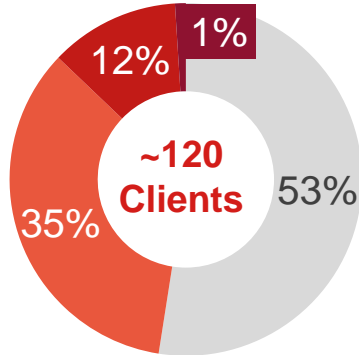


Looking through the eyes of an FA

Portfolio – Key driver of revenue

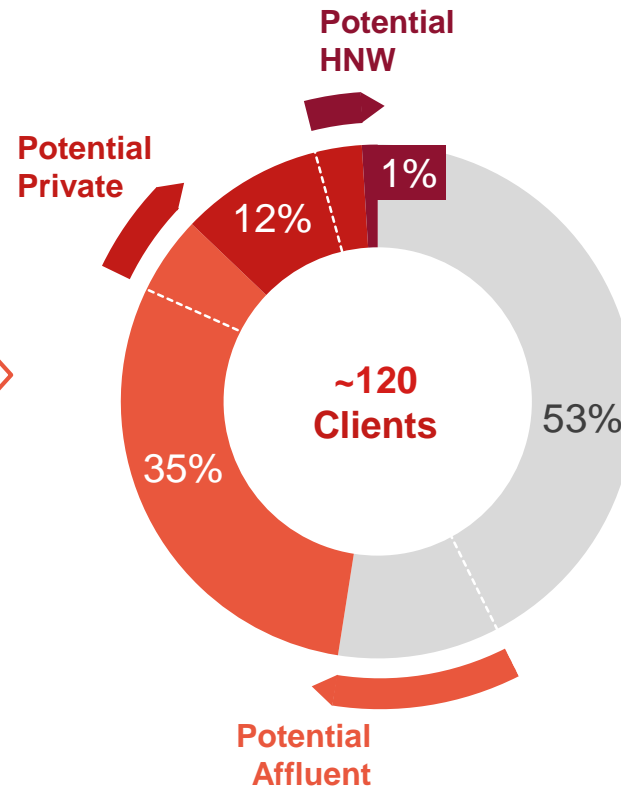


Client base² – Key driver of FA time



Adding a view of Client potential...

Potential Client base



... to support FA's time allocation

Quality FA-Client time is a key driver of value and the scarce resource around which to optimize the business

- **Client potential** will be the compass guiding FA and Bank
- **Service models** will enable FA to reallocate time from smaller to higher potential Clients, while raising service level across the board thanks to greater Client service support from the Bank
- **Targeted offer** will allow a tailored approach to each segment

As a result, **better FA productivity and profitability** is expected, while delivering best value to Clients

■ HNW ■ Private ■ Affluent ■ Lower affluent & mass¹

A SCORING OF FA POTENTIAL WILL GUIDE MANAGER AND BANK ACTION RESULTING IN BEST TARGETED MANAGEMENT INITIATIVES



Step 1: FA data

Step 2: scoring of potential

Step 3: shared action plan

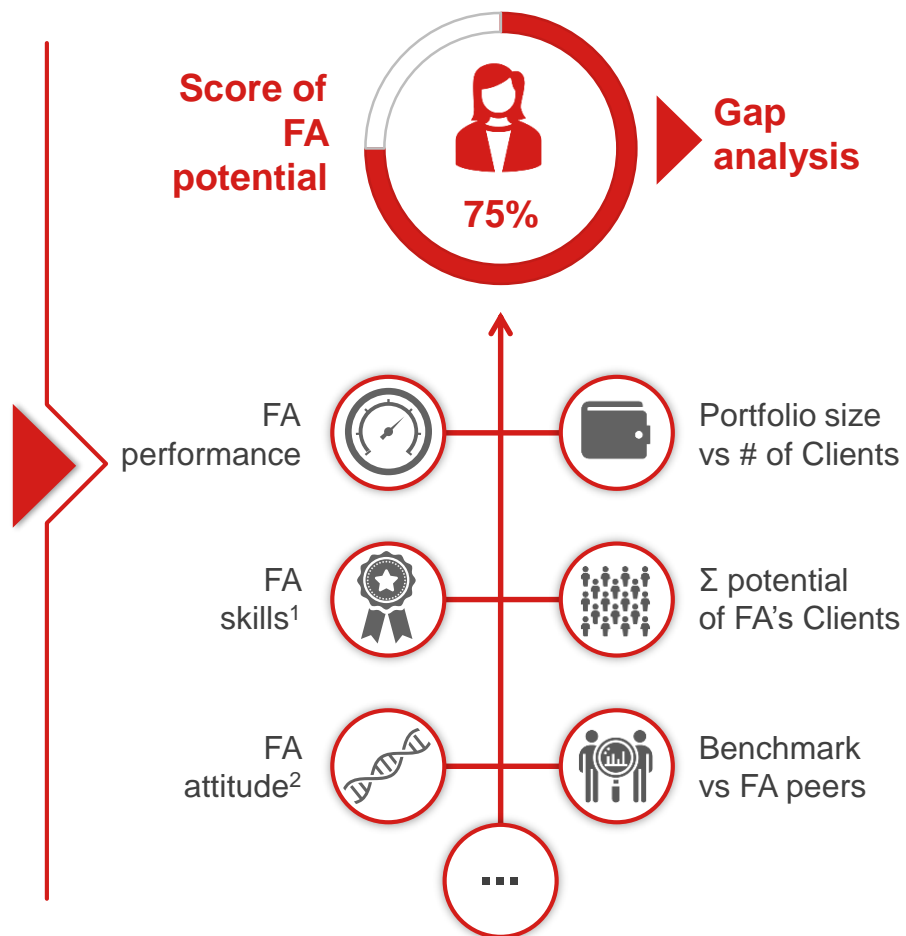
Next level

➤ **Systematic knowledge** of FAs shared by Bank and managers



➤ **Personal relation / knowledge** between manager and FAs

Foundation



Shared assessment of FA potential and needs (e.g. Client development vs acquisition) will guide **BG support**

Opportunity to move from «**one-to-many**» to «**one-to-one**» approach in management initiatives

Tools



Team



Training



Succession planning



Coaching



Retention



Exit

A SCORING OF FA POTENTIAL WILL GUIDE MANAGER AND BANK ACTION RESULTING IN BETTER TARGETED LOCAL PRESENCE



Step 1: district data

Step 2: scoring of potential

Step 3: shared action plan

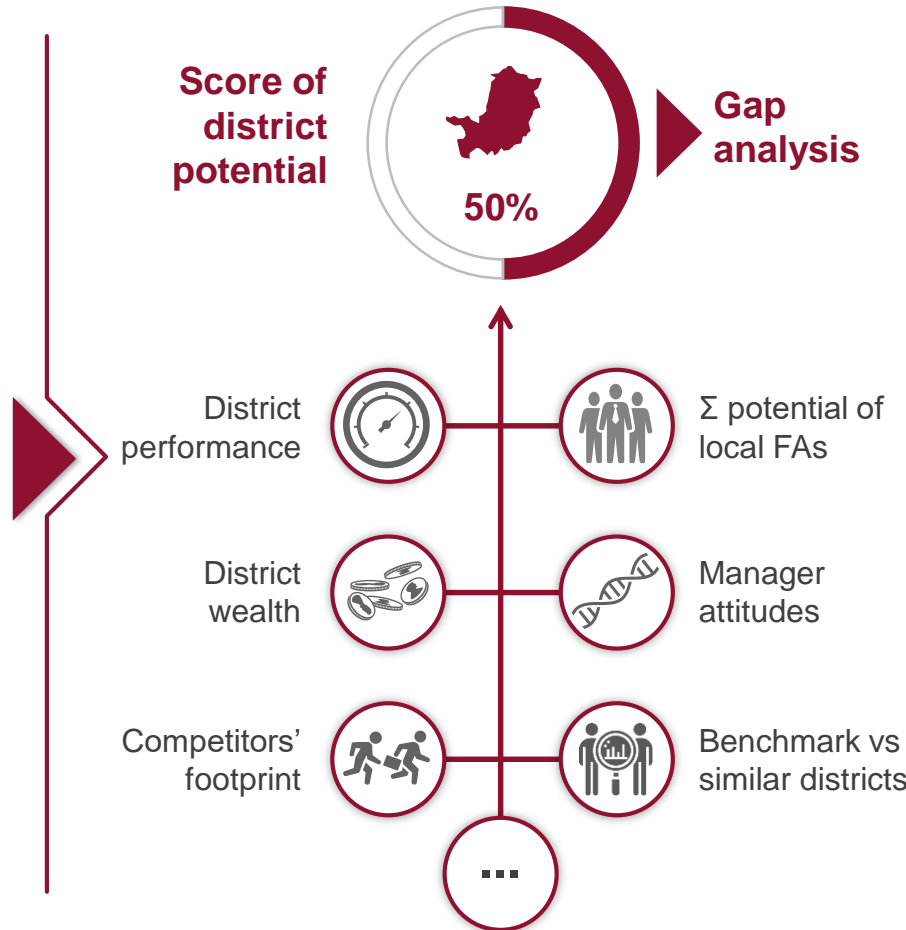
Next level

Systematic knowledge of district shared by Bank and managers



Manager's local knowledge of the peculiarities of the district

Foundation



Opportunity to combine a **decentralized** model where local managers are empowered to find and seize opportunities on the ground with informed **planning and support from the center**

Tools



Marketing



Events



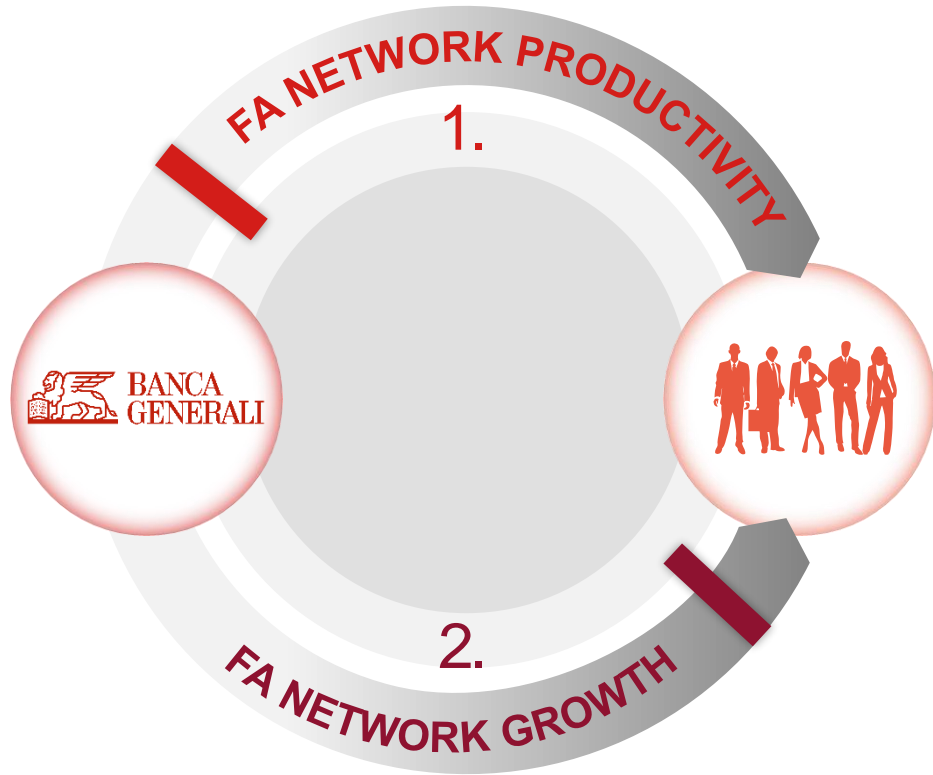
Branch



Recruitment

BANCA GENERALI ASPIRES TO TAKE ITS GROWTH TO THE NEXT LEVEL

BY WORKING ON BOTH PRODUCTIVITY AND NETWORK EXPANSION



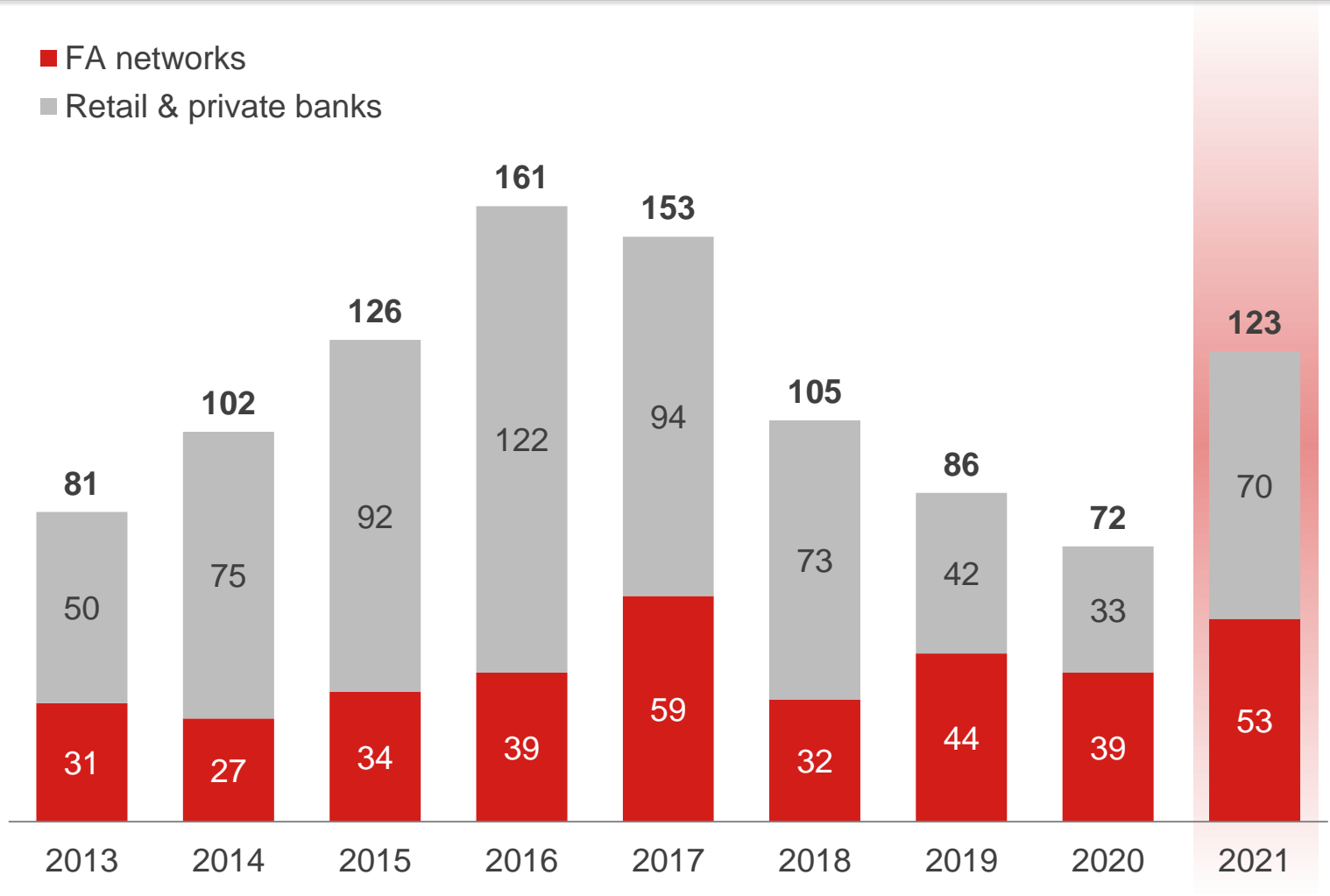
1. Support FAs' productivity through a new data-driven approach
2. **Expand the network base** by tapping new and diverse talent pools

Detailed next

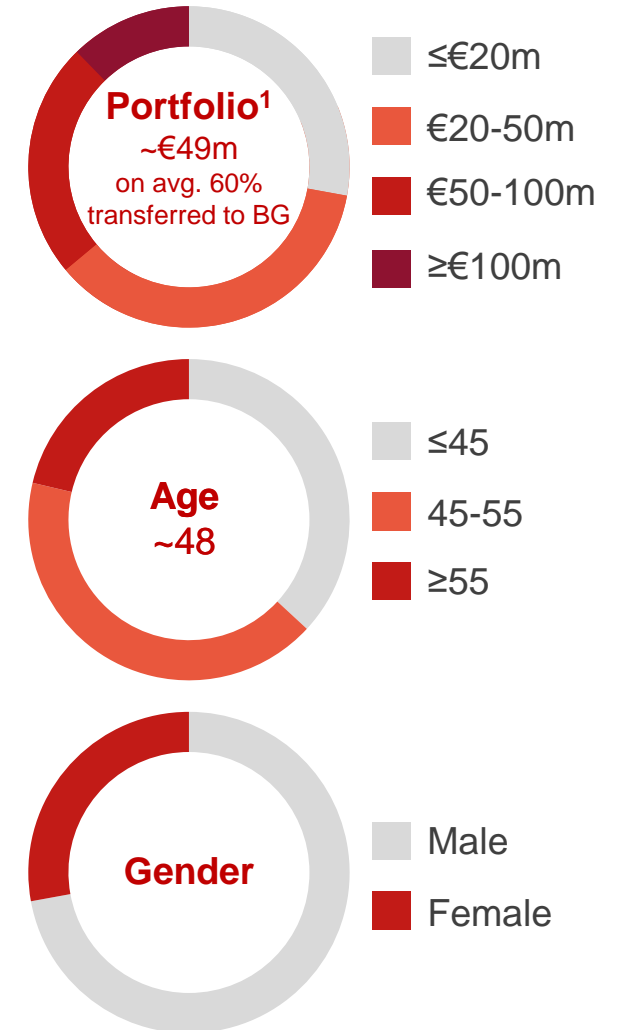
BANCA GENERALI HAS A SUCCESSFUL TRACK RECORD IN RECRUITING USING ITS BRAND AND PROWESS IN ATTRACTING TALENT ACROSS THE INDUSTRY



Recruitment



Focus on 2021 recruits



OVER THE NEXT STRATEGIC CYCLE BG WILL TAP NEW RECRUITMENT POOLS DUE TO BETTER ABILITY TO ATTRACT AND SUPPORT A WIDER POPULATION OF FAs



Recruitment guidelines

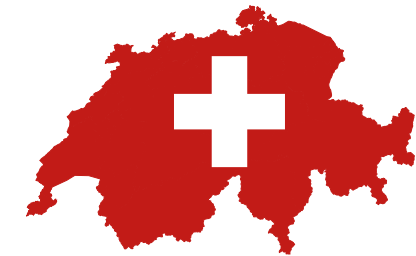
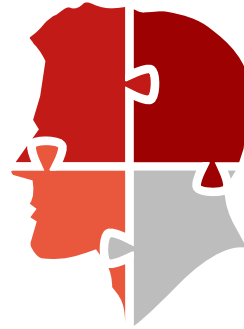
Private talent



Next generation & diverse talent



International expansion



ATTRACT THE BEST
PROFESSIONALS

ONBOARD THE NEXT
GENERATION OF FAs

EXPAND RECRUITMENT
TO SWITZERLAND

Leveraging a **stronger private positioning** vs the past

Leveraging new **service models and teams**

Leveraging the **upcoming banking license**

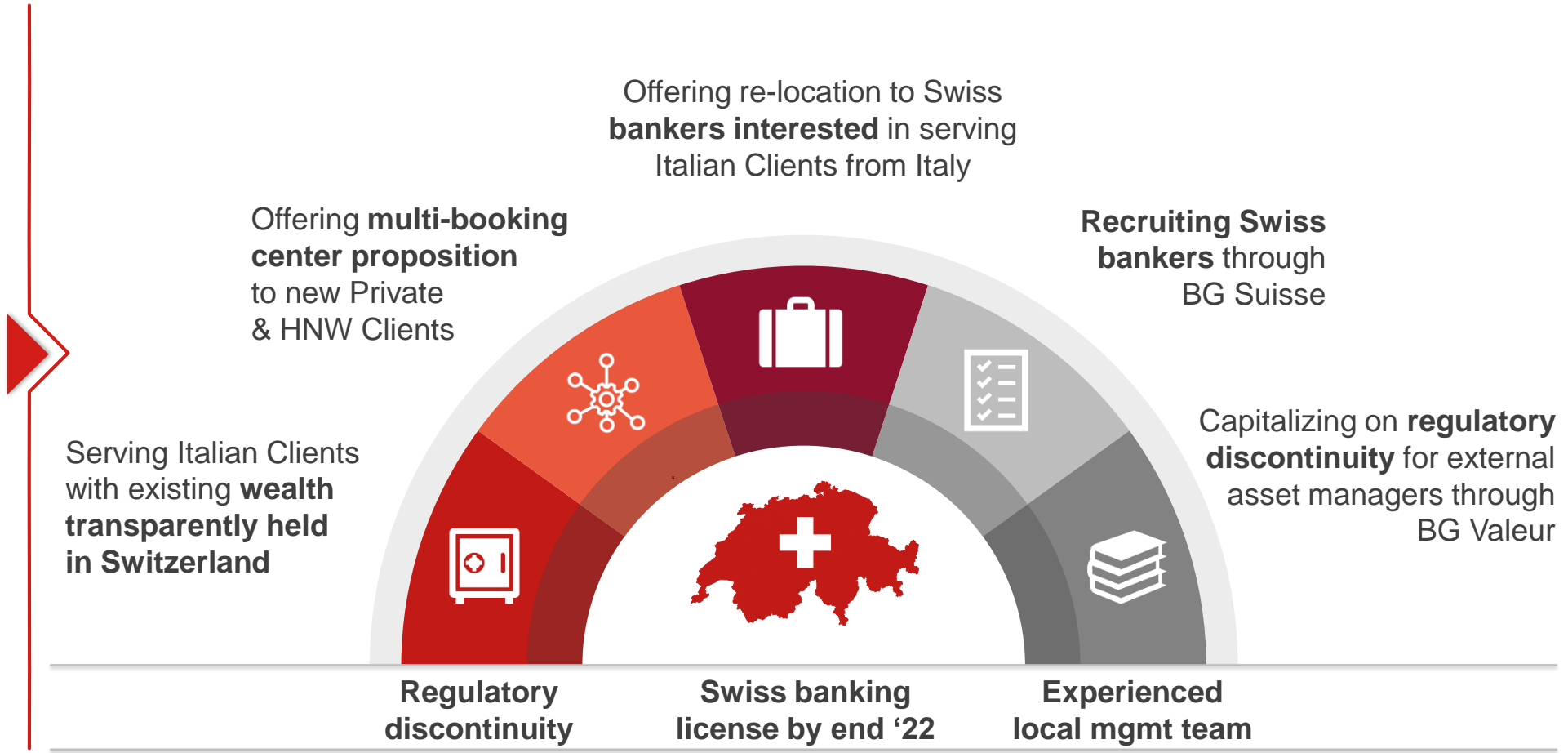
Targeting cumulated 500 new recruits over 2022-2024

SWITZERLAND WILL SUSTAIN BOTH RECRUITMENT AND PRODUCTIVITY BY ADDRESSING CLIENTS MANAGED IN ITALY AND CLIENTS MANAGED IN SWITZERLAND



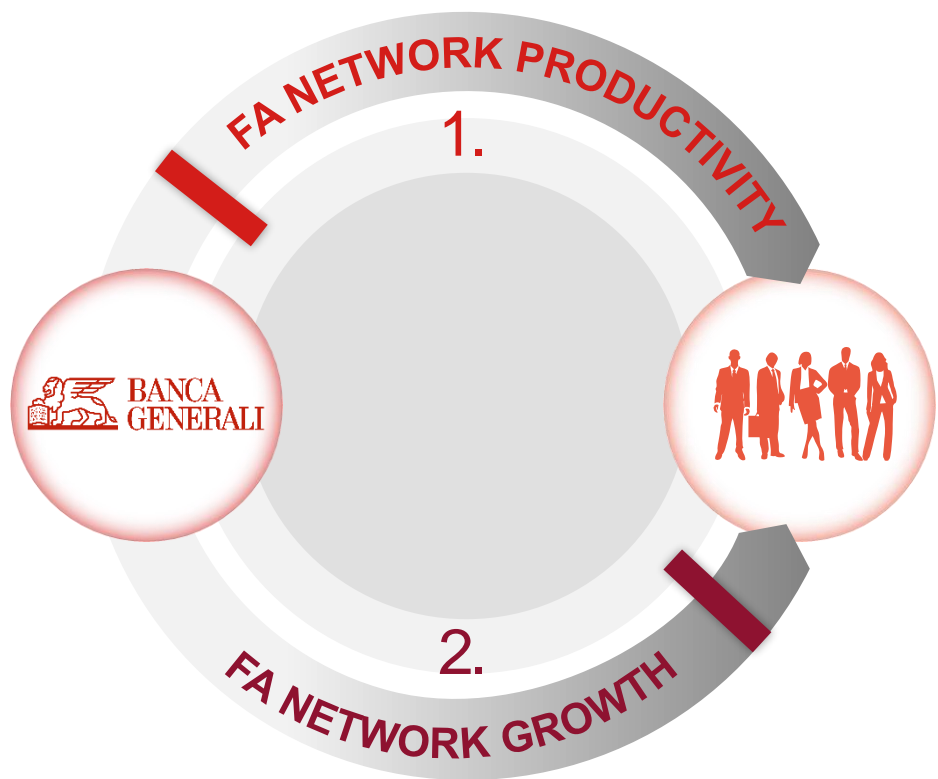
**Targeting >€5bn-€7bn Client assets¹
(between productivity and recruitment) over a 5-year horizon**

- ▶ **Client assets of ~€1.2bn** between BG Valeur and BG International Advisory
- ▶ Project postponed by impact of **Covid-19** on recruitment activity and reduced Country risk perception among Italian Clients
- ▶ In the process of obtaining **Swiss banking license**, experienced local management team hired



BANCA GENERALI ASPIRES TO TAKE ITS GROWTH TO THE NEXT LEVEL

BY WORKING ON BOTH PRODUCTIVITY AND NETWORK EXPANSION



1. Data-driven approach

- Service models & targeted offers
- Managerial initiatives & support
- Geomarketing & support

2. New talent pools

- Private talent
- Next generation & diverse talent
- International expansion

Investor Day 2022-2024

Milan, February 14th 2022

Riccardo Renna
COO & Head of Innovation



GROWTH WILL BE ACHIEVED THROUGH THE EVOLUTION OF THE BANK BASED ON THREE KEY PILLARS

Pillars

Value of service

Bring the Bank even closer to the FA network and Clients

Innovation

Continue to build a data-driven, digital and open bank

Sustainability

Be the ESG reference point for all our Stakeholders

2nd Pillar

Innovation

Continue to build a data-driven, digital and open bank

Guidelines



Data-driven bank



Systematizing **data** to power our commercial approach, by deploying B2C-like data analytics in an advisor-centric setting



Digital platforms



Designing and integrating **platforms** to foster personalization of commercial processes, simplification of operating processes and digital customer experience



Partnerships ecosystem



Sourcing and orchestrating **partnerships** to position the Bank at the forefront of industry trends

DATA-DRIVEN BANK (1/2)

OVER THE PAST YEARS WE HAVE BUILT A SINGLE VIEW OF DATA WITHIN THE ORGANIZATION



New data management and governance division



New data cloud architecture (Amazon Web Services)



Data availability and centrality
Single view of data within the organization

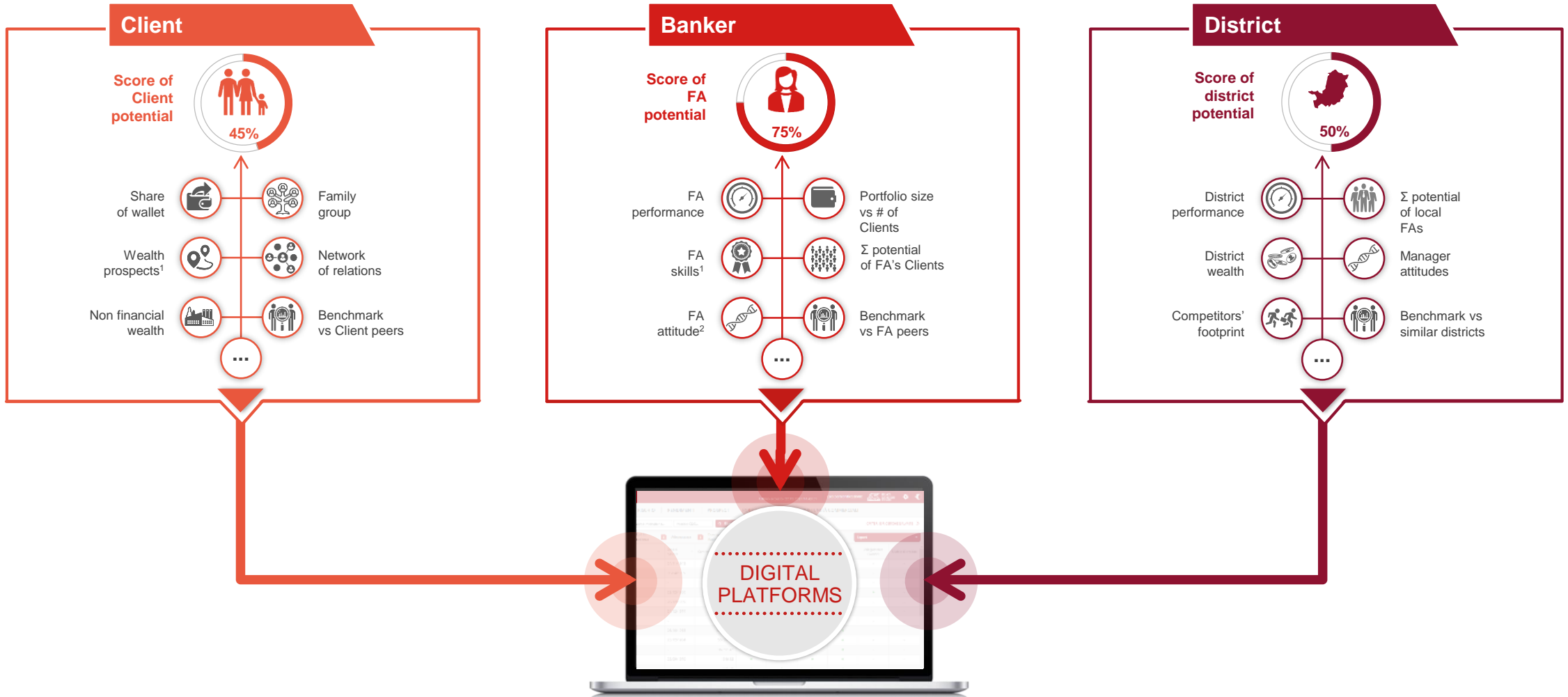


DATA-CENTRICITY



DATA-DRIVEN BANK (2/2)

THE NEXT STEP WILL BE TO EXPLOIT OUR HIGH-QUALITY DATA TO POWER THE COMMERCIAL PROC



Cloud architecture in place

Provide the FA network with engagement ideas to stimulate commercial process

Foster collaboration between Bank and FA network

DIGITAL PLATFORMS (1/2)

OVER THE PAST YEARS WE HAVE LAID THE DIGITAL FOUNDATIONS OF OUR BANK



Advisor

Rich **ecosystem of applications** to support the Financial Advisor



Bank

Business process automation to simplify daily operations



Up to 40% time reduction¹

>65% digital onboarding

Up to 70% automation rate¹



Client

New **digital tools** in banking and trading to enrich Client experience



DIGITAL PLATFORMS (2/2)

WE WILL FURTHER WORK TO FOSTER PERSONALIZATION, SCALABILITY AND DIGITAL EXPERIENCE



Advisor

Targeted personal platforms as the enablers to new service models, to achieve greater personalization in our **commercial process**

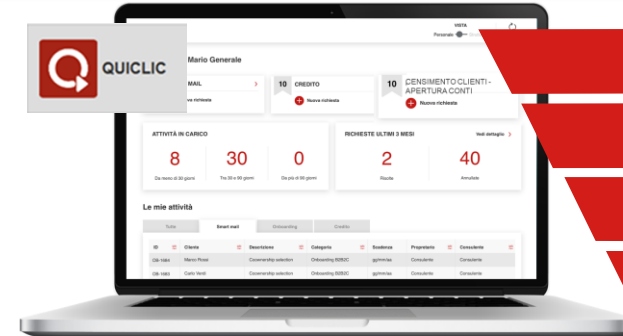


Family Office data driven platform



Bank

Smart operations, with simpler and scalable **operating processes**, to secure operating leverage



Onboarding

Successions

Lending

Payments

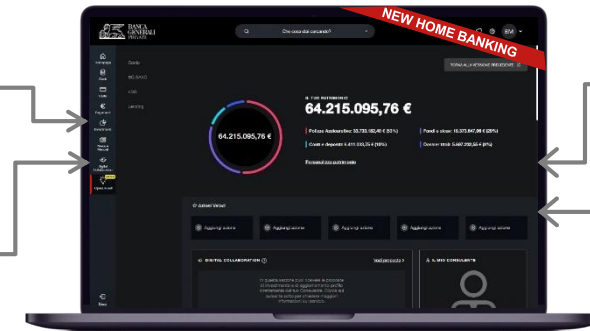


Client

New digital services in selected verticals to enrich **digital customer experience**

Digital assets

Trading



Sustainability

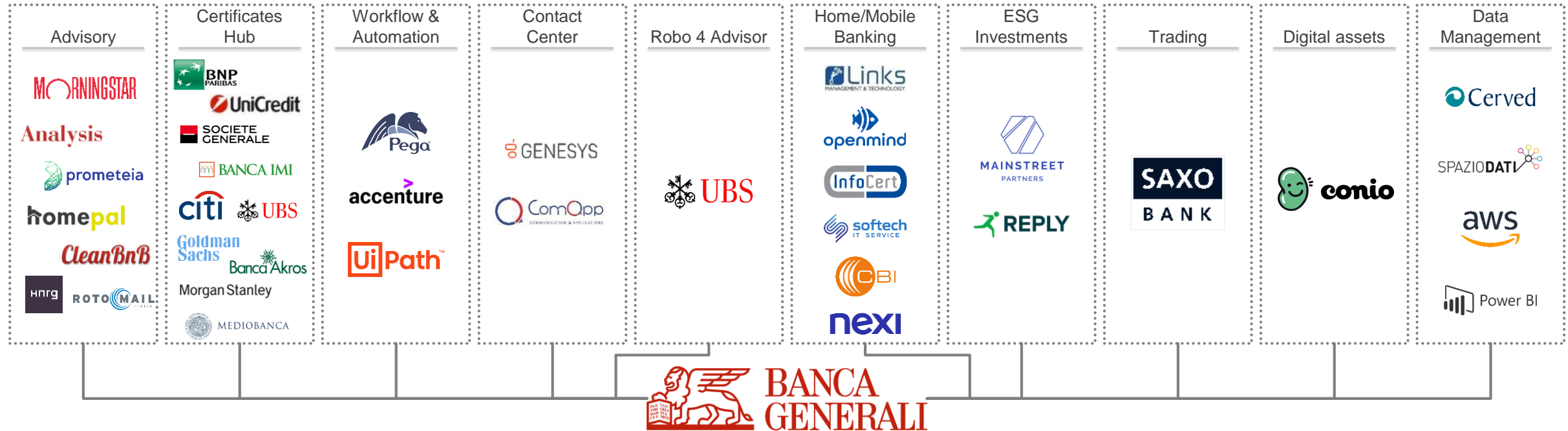
Lending

PARTNERSHIPS ECOSYSTEM (1/2)

OVER THE PAST YEARS WE HAVE OPENED OUR ARCHITECTURE TO BEST-OF-BREED PARTNERS



Front-end



Back-end



Plugging in solutions from best in class international providers

Revenue & risk-sharing with partners vs upfront & running costs / risk taking

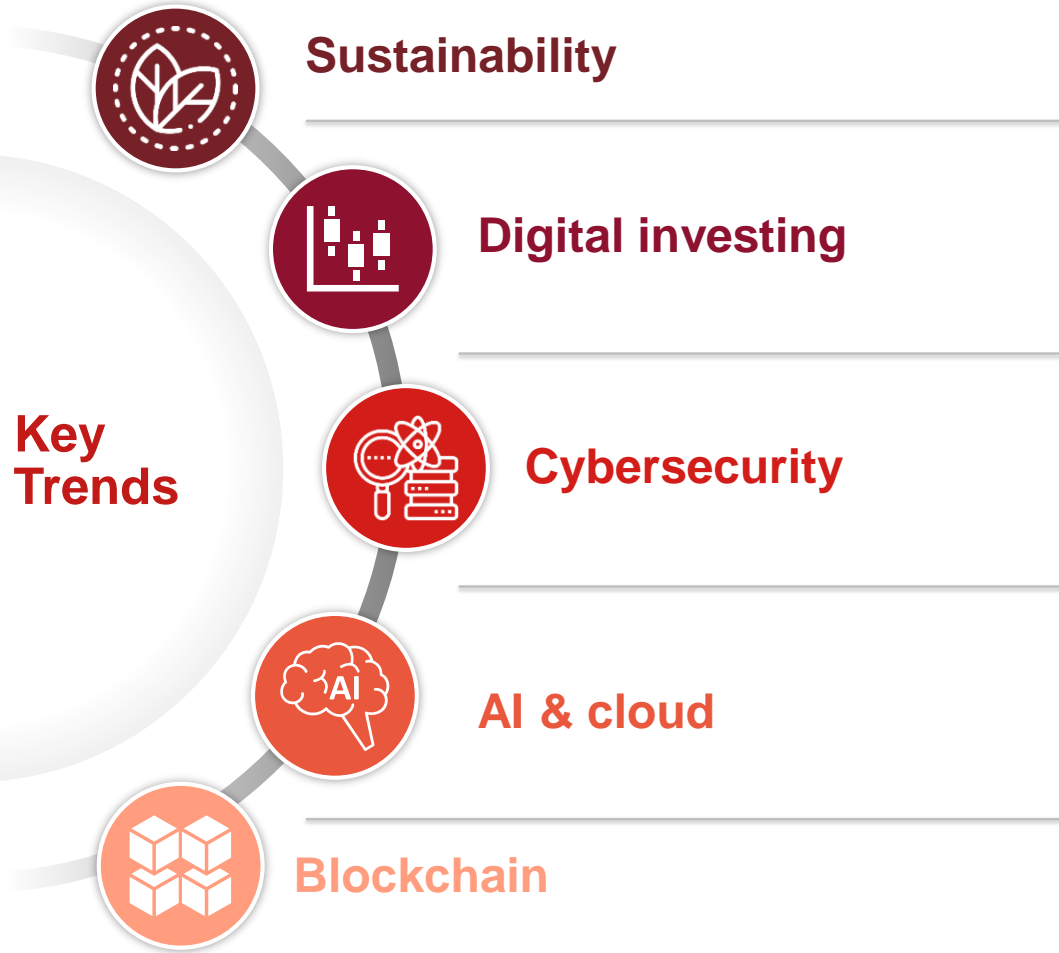
Lean operating machine¹ (<7bps cost on assets)

PARTNERSHIPS ECOSYSTEM (2/2)

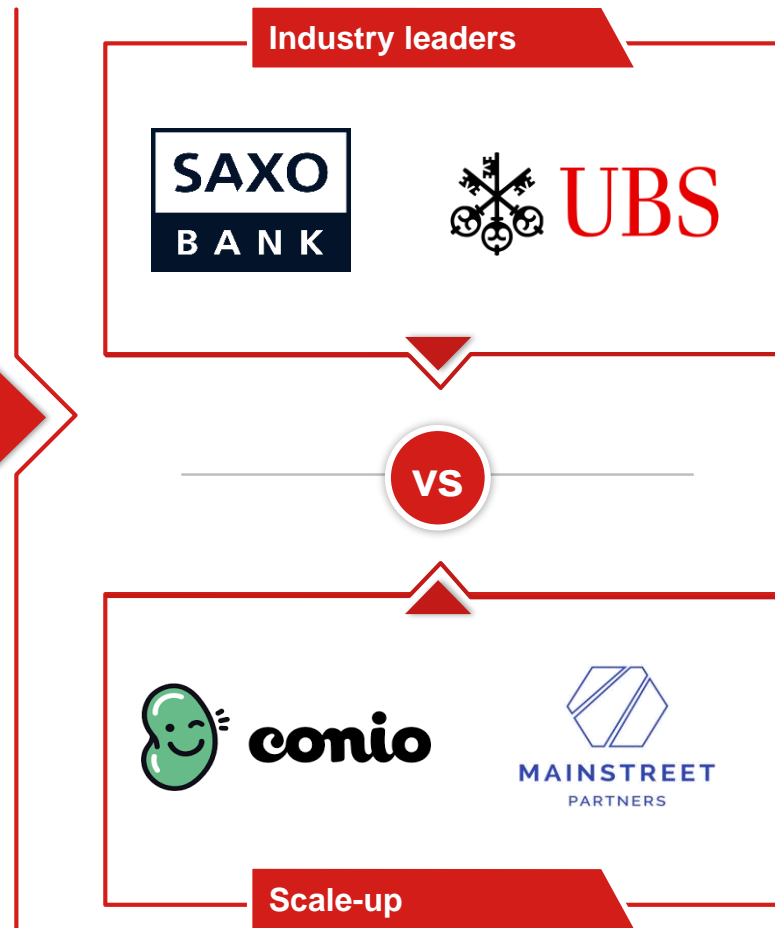
THIS APPROACH ENABLES US TO TACKLE KEY TRENDS ALSO BY ACCESSING PARTNERS' INNOVATION



Trends



Partners



- **BG as an orchestrator**, continuous flow of innovation from partners in specialized verticals
- **Right partners** selected across industry leaders and new challengers
- Seeding of **long-term business development** optionalities

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Milan, February 14th 2022

Carmelo Reale

*General Counsel & Group
Sustainability*



GROWTH WILL BE ACHIEVED THROUGH THE EVOLUTION OF THE BANK BASED ON THREE KEY PILLARS

Pillars

Value of service

Bring the Bank even closer to the FA network and Clients

Innovation

Build a data-driven, digital and open bank

Sustainability

Be the ESG reference point for all our Stakeholders

BE THE ESG REFERENCE POINT FOR ALL OUR STAKEHOLDERS

STRATEGIC GUIDELINES BY STAKEHOLDER



3rd Pillar

Sustainability

Be the ESG reference point for all our Stakeholders

Guidelines



Clients and FAs

Enriching our **SDGs¹ value proposition** by expanding our **ESG offer** and continuous training of our **FAs**



Shareholders & Authorities

Promoting **transparency and engagement** towards Shareholders and Authorities



Employees

Fostering a **stakeholder culture, diversity & inclusion** and **work-life balance**



Community & future generations

Actively contributing to **climate protection** and being responsible towards **communities**

BG APPROACH: SUSTAINABILITY AS THE LIFE FORCE OF BANCA GENERALI

KEY ACCOMPLISHMENTS



Clients and FAs

Unique **commercial approach** (SDGs platform with more than **90k access in 2021** by FAs)

FA training (61h avg. p.a.)

269 ESG funds with wide coverage of SDGs (41% Art. 9 and 59% Art.8)

€6.5bn invested in ESG solutions (14.6% of managed solutions); net inflows at **€1.4bn** in 2021 (18% of total net inflows)

100% of managed assets undergoing a **negative screening**¹



Shareholders & Authorities

ESG factors assessments embedded in all **corporate committees** discussions; managerial executive committee with the role of implementing ESG initiatives

Responsible investment policy applicable to **investments, finance and lending** (negative exclusion)

ESG factor incorporated into **risk management framework**



Employees

Employee training (56h avg. p.a.)

D&I policy, focus on **age/generation** theme (*#BGforeverYoung project*) and commitment to **gender themes** (*webinars such as #BGWomen, #Women's Empowerment to support their professional development*)

Variable management remuneration linked to ESG results



Community & future Generations

Adoption of **Women's Empowerment Principles**

Financial education project with **FEduF**

"O-Fire" Observatory partnership with **Bicocca University** and **AIF**

Communication
#BG4SDGs

MOST RECENT ESG RATINGS AND DIALOGUE WITH SHAREHOLDERS

COMMITMENT TO TRANSPARENCY AND OPEN COMMUNICATION



SUSTAINALYTICS

9.2 - Negligible Risk

BG ranks 1st out of 449 players in the asset management sector and **99th out of 15,000** at global level

standard
ethics

EE (strong)¹

Outlook updated from “stable” to **“positive”**, confirming Investment Grade Sustainability Rating



BORSA ITALIANA



EURONEXT

Top 40 listed Companies

MIB ESG Index dedicated to Italian blue-chips, designed by Euronext and Borsa Italiana to identify the major listed national issuers with the best ESG practices



Shareholders engagement

▶ **ESG investors represent 34.3%²** of institutional shares. This level is **above average** when compared to Nasdaq’s market benchmarks for Financials, Italy and Europe

STRATEGIC PRIORITIES FOR BG'S FUTURE SUSTAINABILITY PATH

REINFORCING BG'S SUSTAINABILITY STRATEGY BASED ON FOUR GUIDELINES



Clients and FAs



>40%

% **AUM ESG on managed solutions** (reference to SFDR's Article 8 and 9) thanks to launch of taxonomy oriented solutions

>50%

% **FAs with advanced know-how** of ESG or with **EFPA ESG certification**

>90%

% **FAs taking part in annual training** on ESG topics [By 2024]



Shareholders & Authorities



Increase **ESG disclosure** through reporting framework

Becoming a signatory of:



[...]

Ongoing engagement of **Stakeholders**, keeping communication open to **best meet investors' demands**

[By 2024]



Employees



50%

New hires **under 35**

70%

Employees involved in projects on **digital transformation** and **sustainability impact**

100%

Employees in **hybrid work**¹

[By 2024]



Community & future Generations



By 2025: reduction of carbon footprint by 25% vs 2019 in relation to investments managed by BG in corporates

By 2030: phase out of all investments in corporates linked to carbon fuel

By 2040: net zero emissions

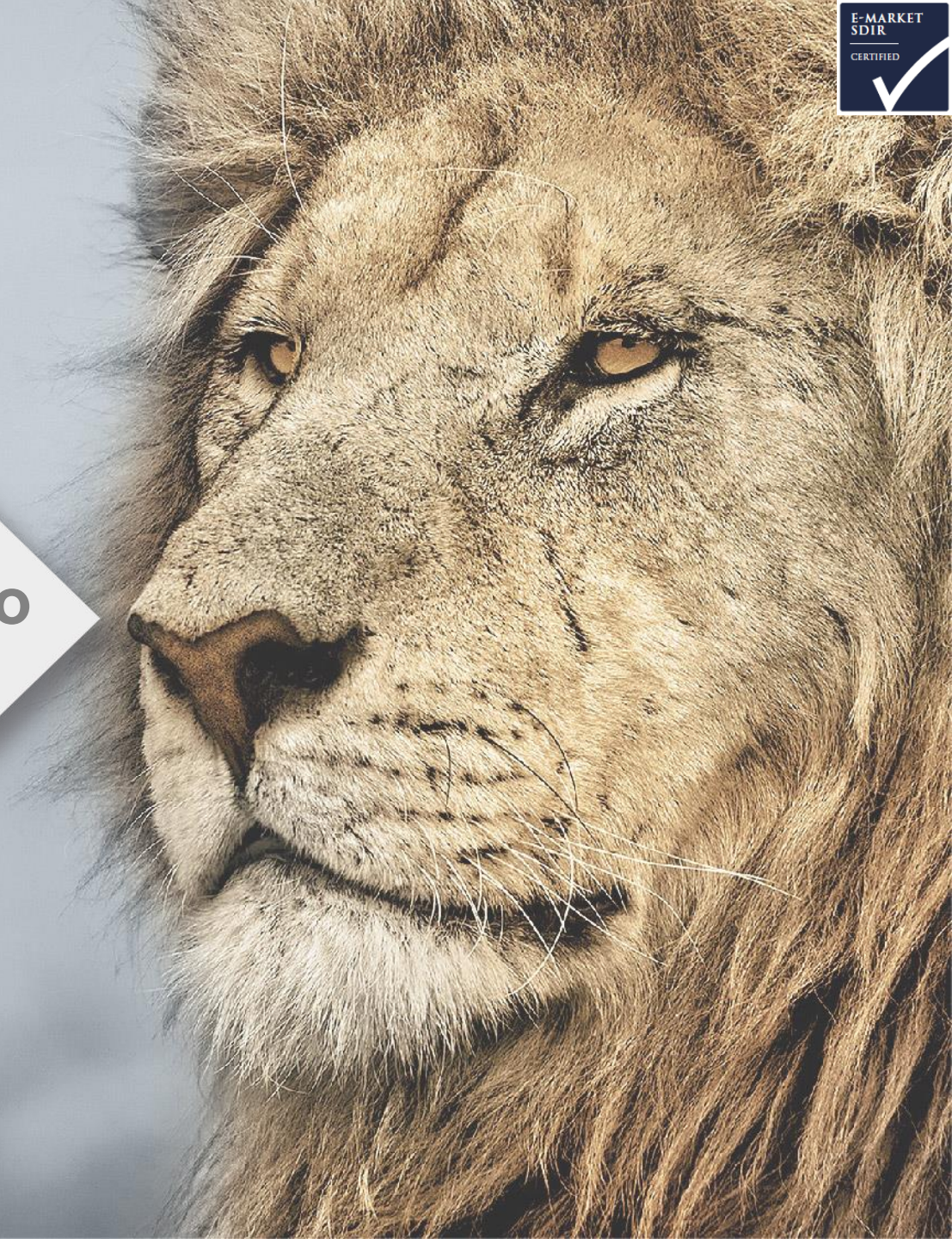
Asset managers **engagement policies**

Increase **community engagement** and launch **social impact initiatives**

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Tommaso di Russo
CFO & Head of Strategy



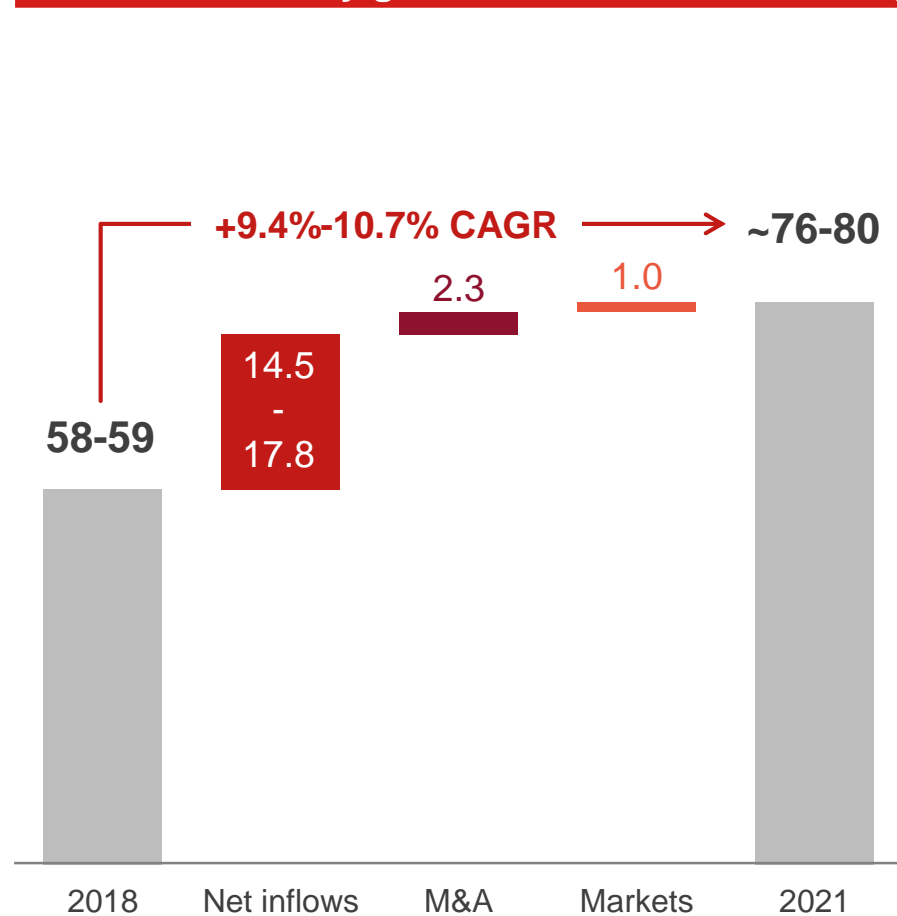
TOTAL CLIENT ASSETS (1/2)

BG SUCCESSFULLY DELIVERED ABOVE TARGET GROWTH DURING PREVIOUS PLAN

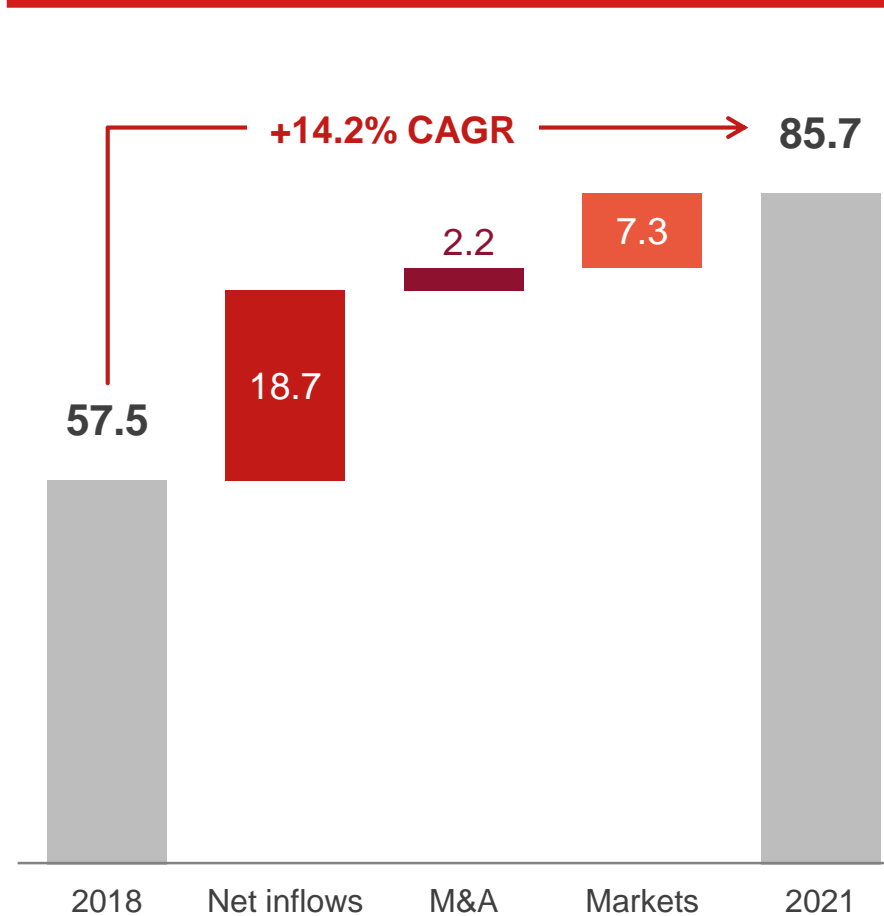


Total Client assets €\bn

2018 Investor Day guidance



Actuals for 2018-2021 horizon



➤ Total Client assets grew at 14.2% CAGR 2018-21, above guidance

➤ Better than expected net inflows at €18.7bn vs €14.5bn-€17.8bn range and significant contribution from markets

TOTAL CLIENT ASSETS (2/2)

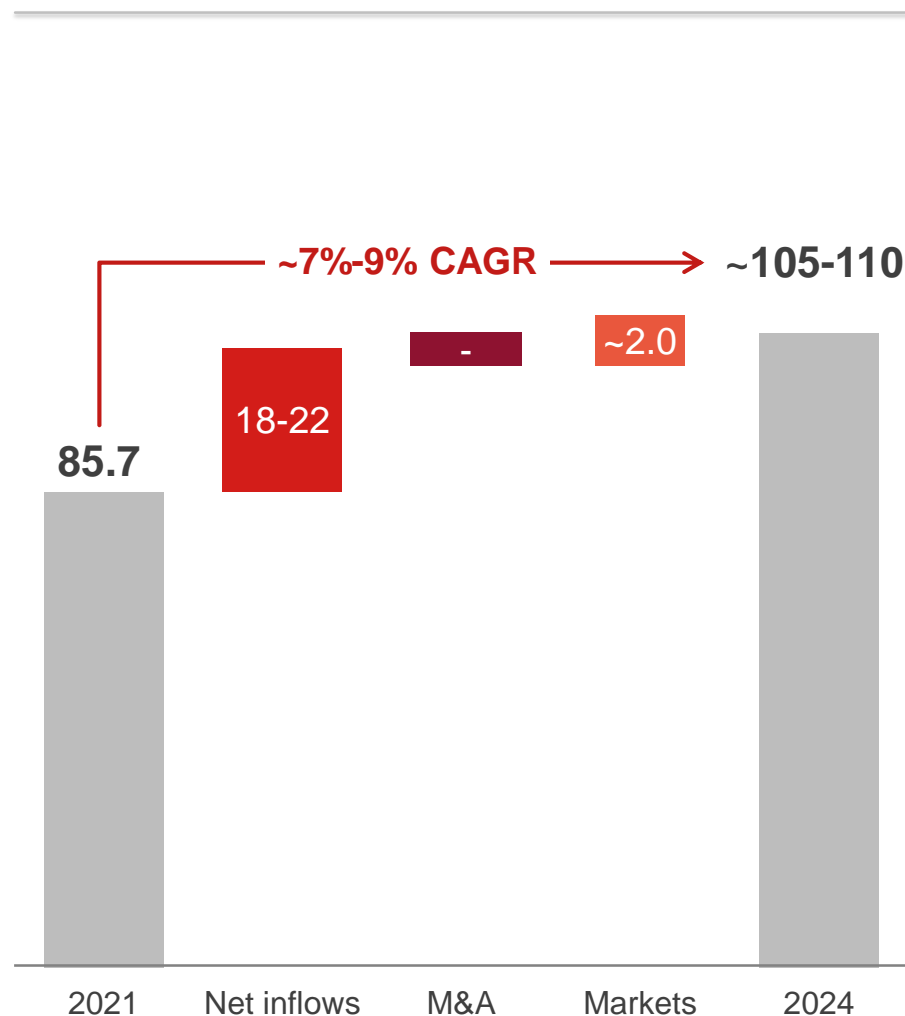
STRONG NET INFLOWS TOPPING €100BN MILESTONE



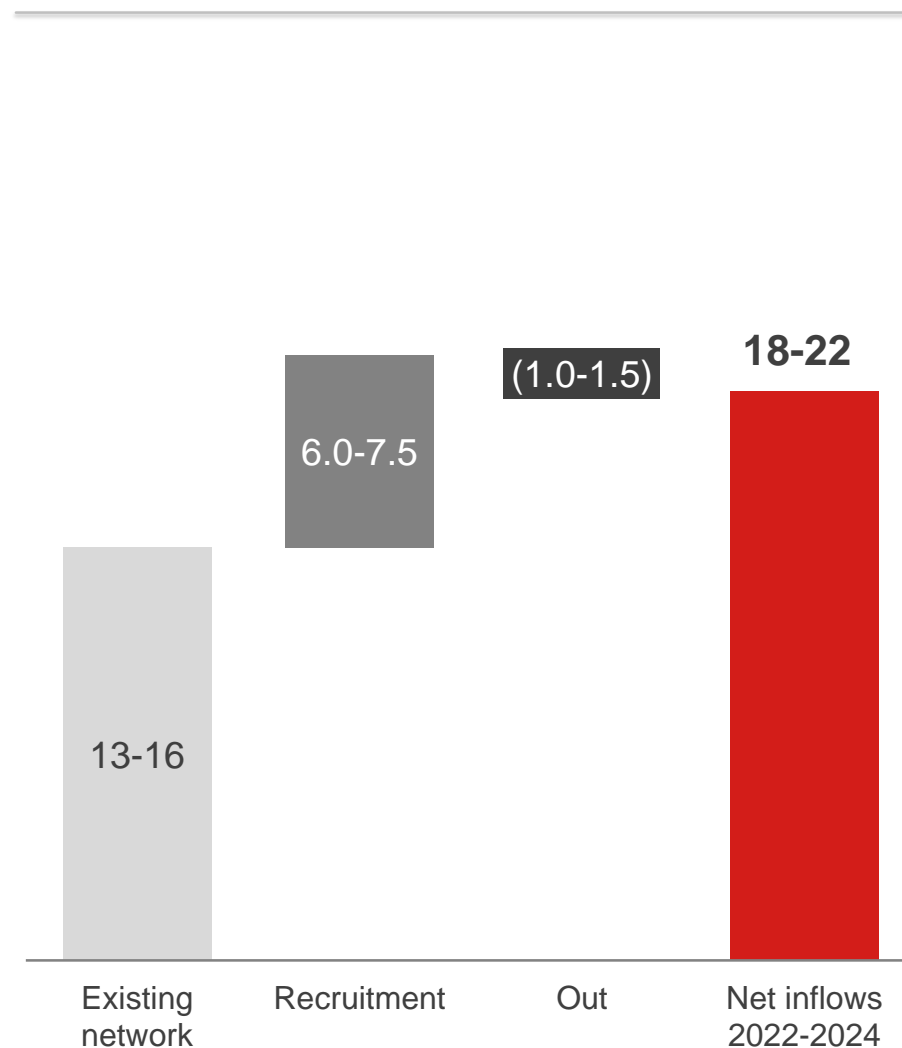
Consistent growth



Total Client assets €bn



Focus on net inflows €bn



Guidance

➤ Total Client assets up by ~7%-9% CAGR 2021-24, in €105bn-€110bn range

➤ €18bn-€22bn cumulated net inflows, o/w >2/3 from existing network¹

➤ Markets <1% p.a.

RECURRING NET PROFIT

TARGETING GROWTH IN EXCESS OF DOUBLE DIGITS

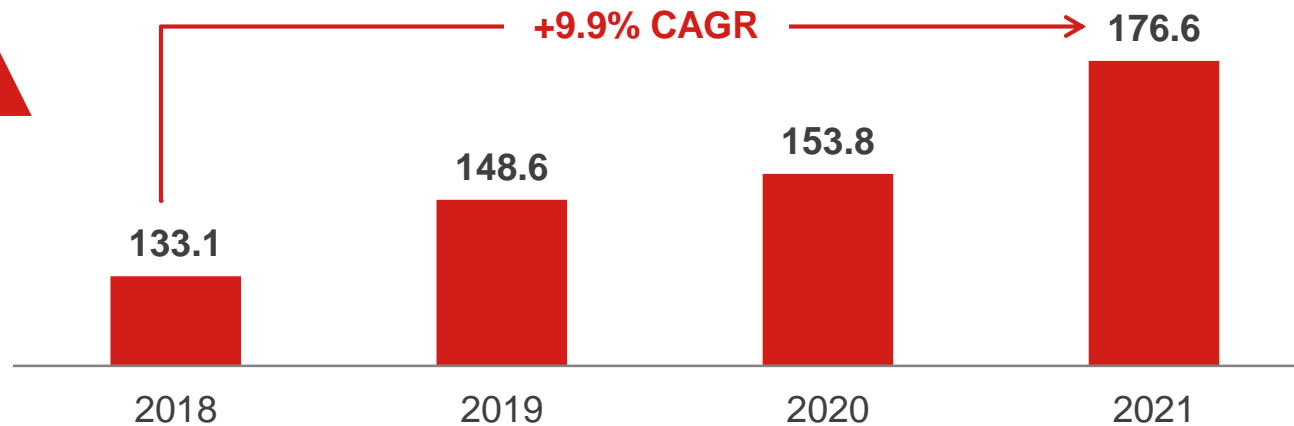


Profitable
growth



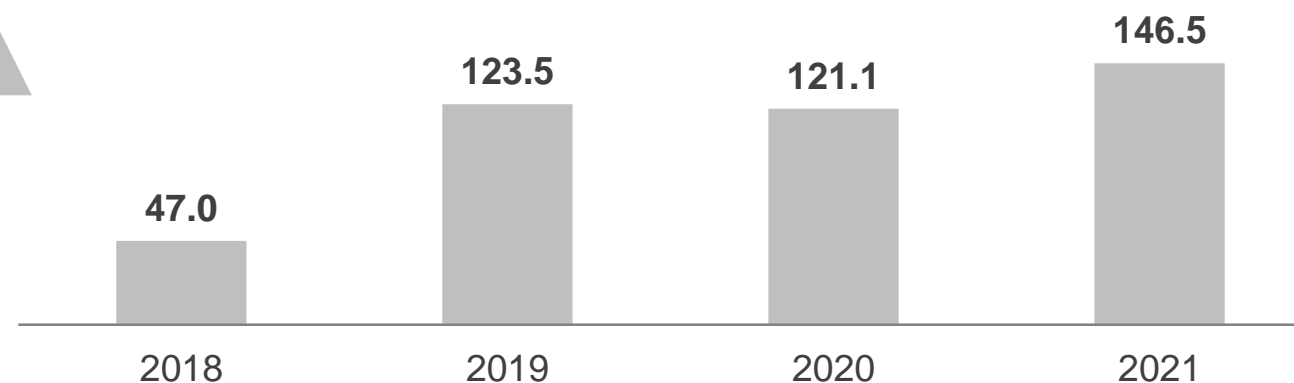
Recurring net profit

€\m



Variable net profit

€\m



Net profit

€\m



Guidance



Targeting **10%-15% CAGR** in recurring net profit in 2021-2024 thanks to:

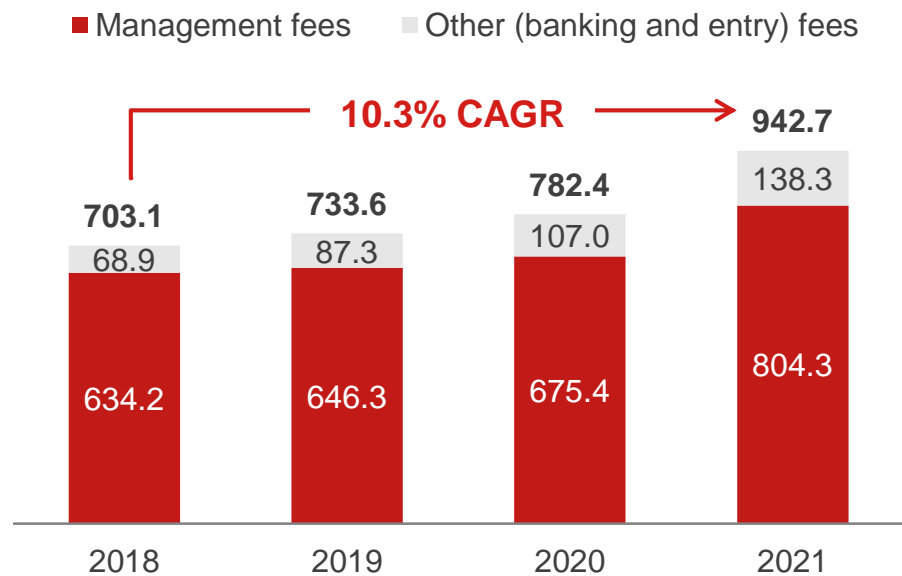
- Revenue growing in line with Client Assets
- Operating leverage due to costs growing slower than revenue

GROSS FEES (1/2)

RECURRING FEES GROWING 7%-10% CAGR ON AMBITIOUS VOLUMES WITH STABLE MARGINS



Gross recurring fees €\m



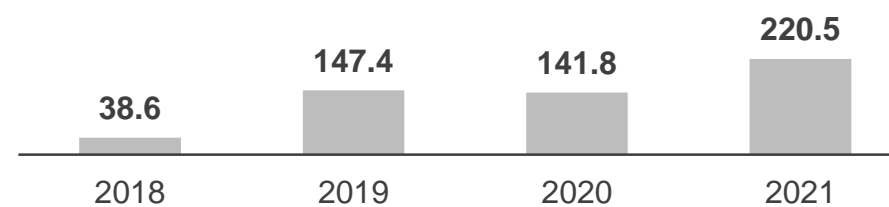
Gross Recurring Fees on Total Assets



Management Fees on Managed Assets



Variable fees €\m



Variable Fees on Total Assets



Guidance

- Gross recurring fees up **7%-10% CAGR** 2021-24, thanks to stable margins
- Variable fees at **€80m-€100m p.a.** with new computation mechanism

GROSS FEES (2/2)

MARGINS SUPPORTED BY ASSET MIX AND PRODUCT LAUNCHES



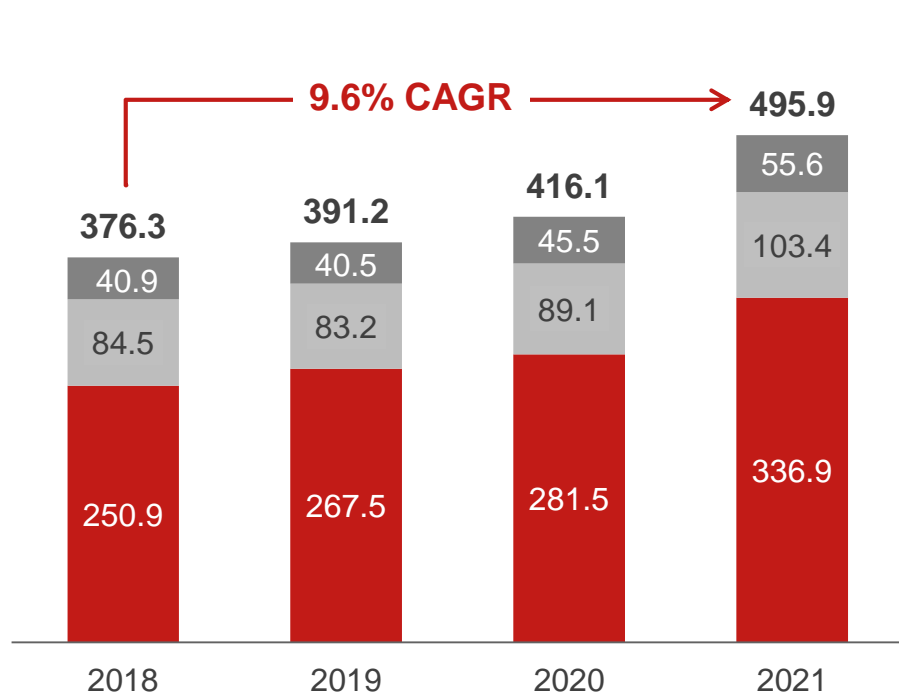
	2018	2021	2024 E	
<p>▶ Assets under Advisory on Total Client Assets</p>	4.0%	8.5%	8.5%-10.5%	▶ Enrichment of advisory offer (fee-based, multi-booking, digital portfolios)
<p>▶ Managed Solutions¹ on Total Client Assets</p>	48%	52%	52%-56%	▶ Focus on expanding managed solutions , with special focus to in-house funds and insurance wrappers
<p>▶ In-house funds on Total Client Assets</p>	10%	12%	12%-14%	▶ In-house offer strengthened by Lux IM flagship strategies, new SICAV and private markets platform
<p>▶ Insurance Wrappers on Total Client Assets</p>	13%	13%	13%-15%	▶ Insurance offer strengthened by BG Oltre, Lux Protection Life and new insurance platform

FEE EXPENSES

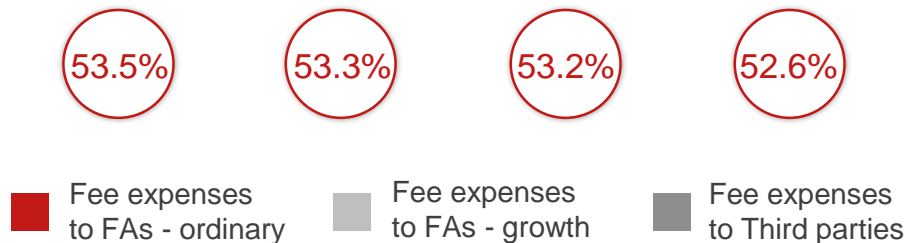
STABLE PAYOUT LEVELS DESPITE STRONGER NET INFLOWS



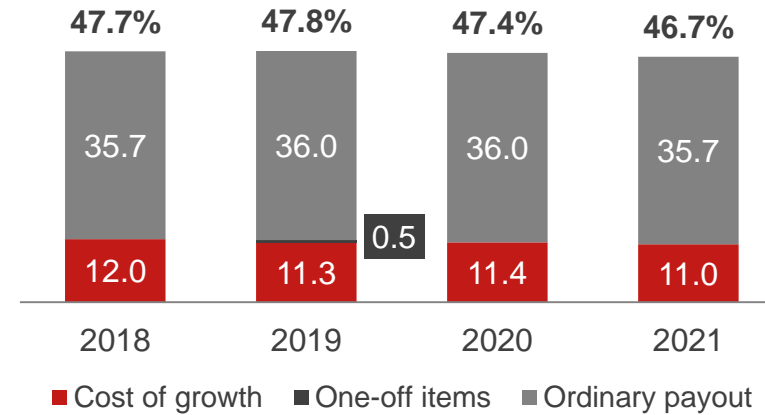
Total Fee Expenses €m



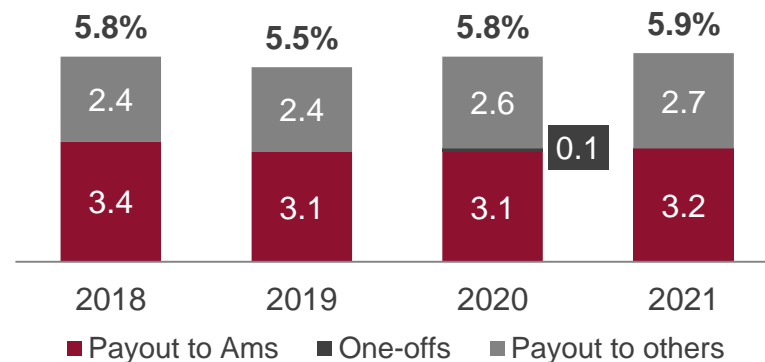
Total Fee Expenses / Gross Recurring Fees



Payout to the network %



Payout to Third parties %



Guidance

Total fee expenses stable at ~53%

NET FINANCIAL INCOME (1/2)

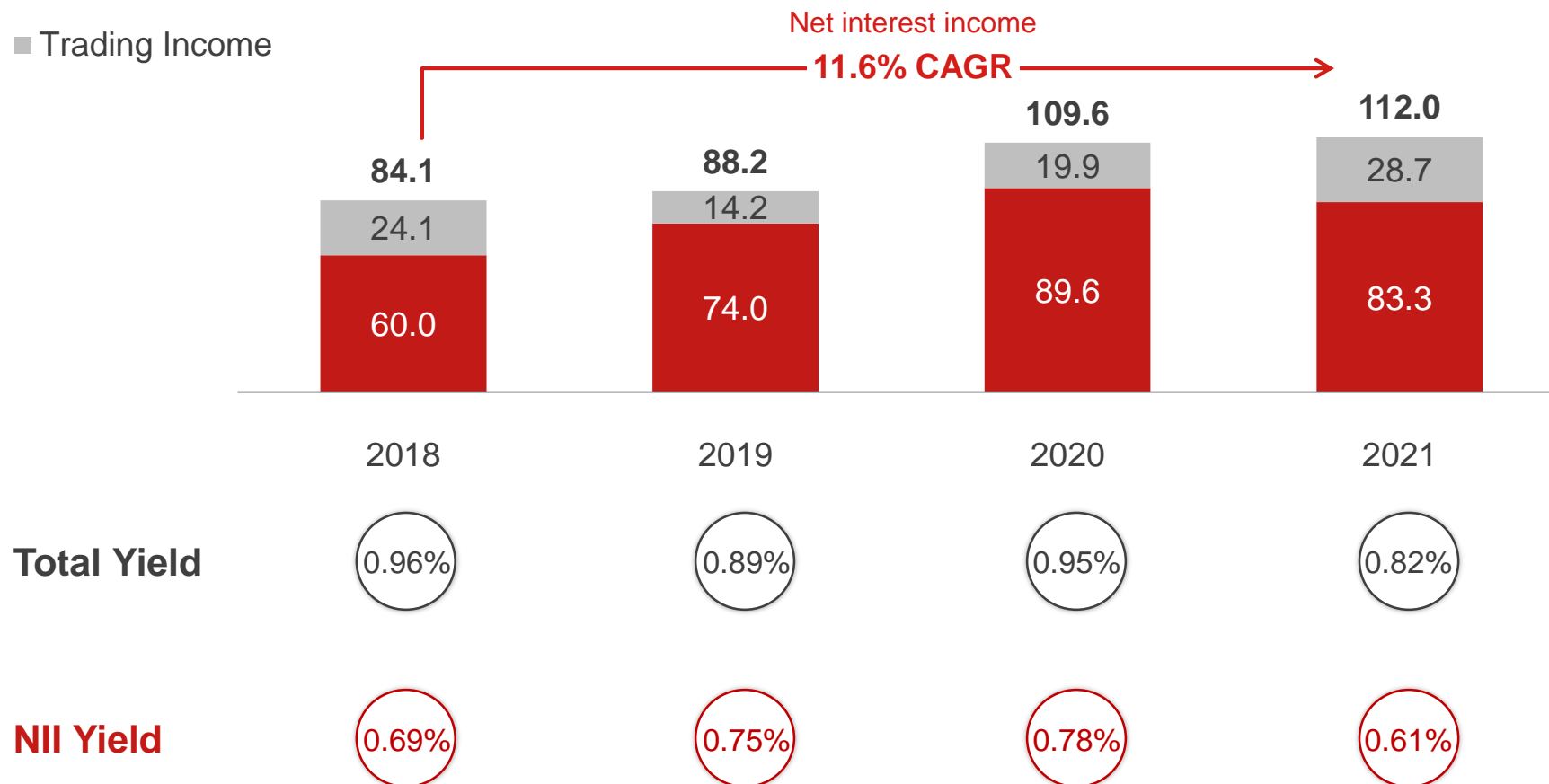
NET INTEREST INCOME EXPECTED TO GROW MODERATELY AT 5%-10% CAGR



Net Financial Income¹ €m

■ Net Interest Income

■ Trading Income



Guidance

➤ Net interest income growing at **5%-10% CAGR** 2021-2024

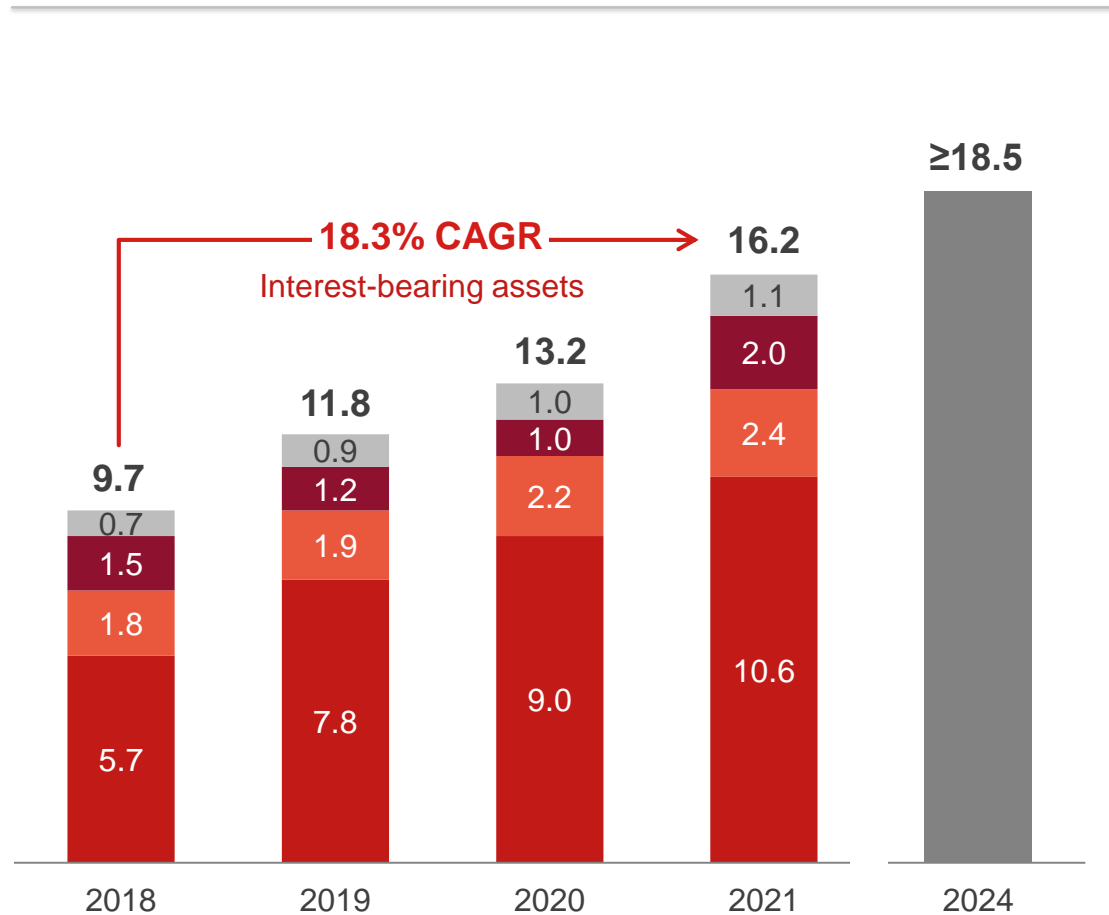
Detailed next

NET FINANCIAL INCOME (2/2)

BANKING BOOK DIVERSIFICATION AND LOMBARD LENDING GROWTH OUR KEY OBJECTIVES



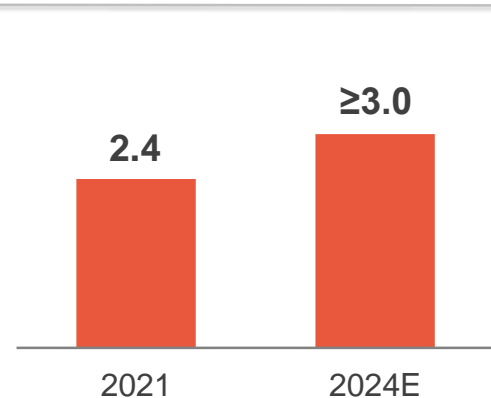
Total assets breakdown €\bn



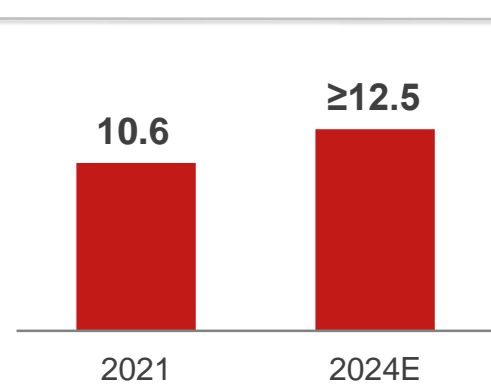
■ Financial assets
 ■ Loans to Clients
 ■ Loans to banks
 ■ Other assets

Interest-bearing assets

Loans to Clients €\bn



Financial assets €\bn



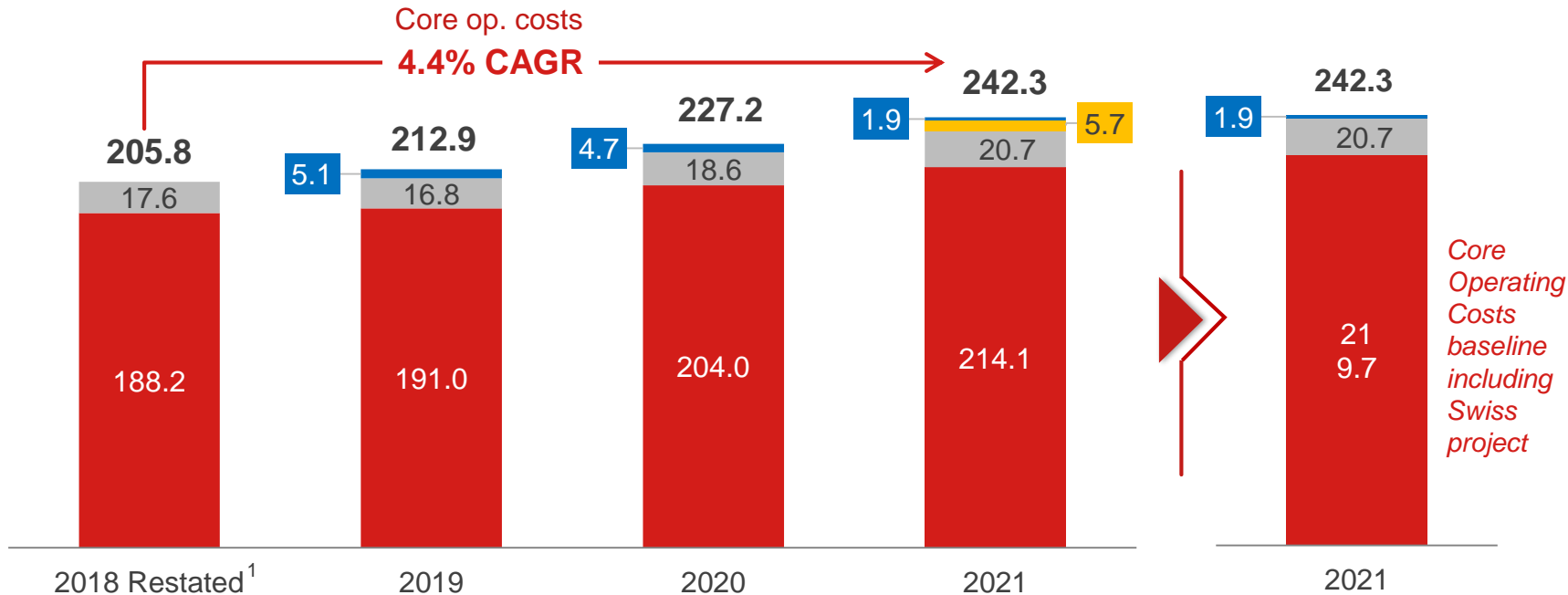
- Targeting €0.6bn lending expansion over 2024; growth driven by enrichment of Lombard product range
- Loan book largely composed of floating-rates loans
- Continued diversification of banking book, while keeping prudent duration (~1.5 yrs) and maturity (3.5-4.0 yrs)
- Yield supported by:
 - Portfolio of alternative investments
 - Improvement in rates expected by 2024; c.50% of banking book linked to floating-rates

OPERATING COSTS

GROWTH CONTAINED TO 5%-6% CAGR, INCLUDING INTERNATIONAL EXPANSION



Total operating costs €m



Guidance

Core operating costs growth at **5%-6% CAGR** 2021-2024, including international expansion

Operating Costs / Total Assets

0.33%

0.31%

0.30%

0.28%

0.28%

■ Core operating costs ■ Sales personnel costs ■ Other (perimeter inclusions / one-offs / covid donations) ■ Swiss project

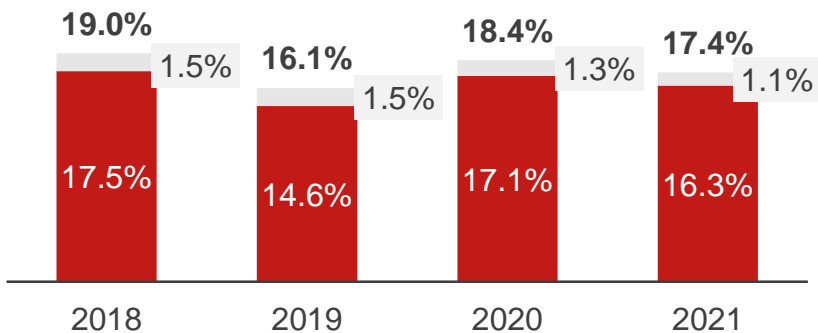
CAPITAL RATIOS

SOLID CAPITAL RATIOS TO BE PRESERVED OVER PLAN HORIZON

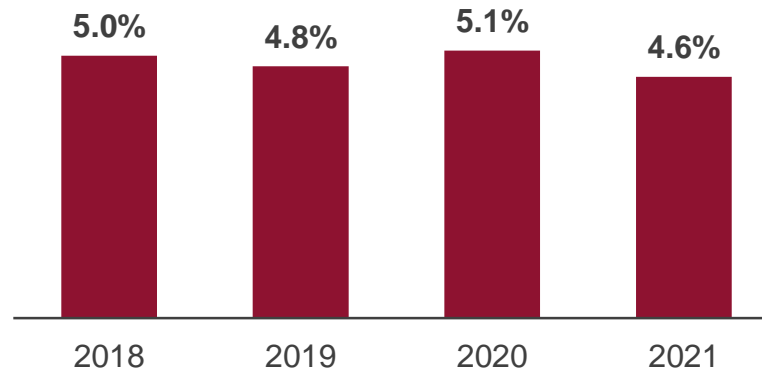


Total Capital Ratio

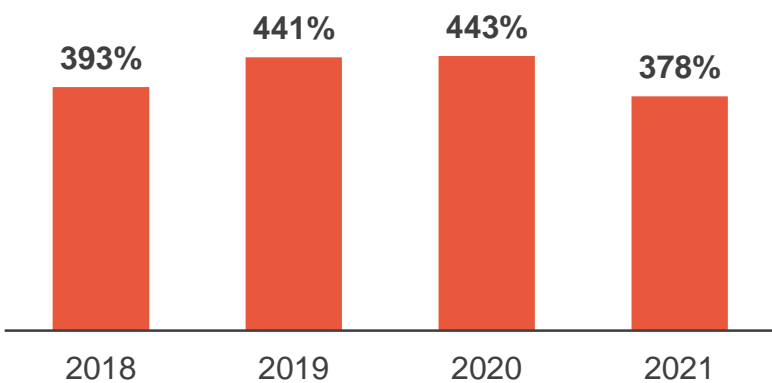
■ CET1 ■ AT1



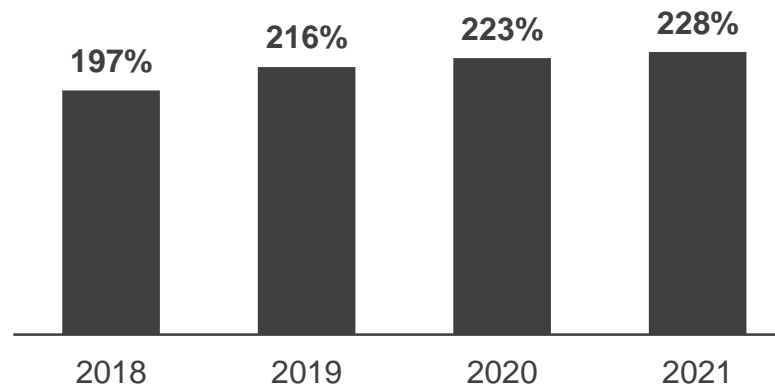
Leverage Ratio



Liquidity Coverage Ratio



Net Stable Funding Ratio



Guidance

➤ **Solid capital ratios** consistently above requirements, even taking into account generous dividend policy

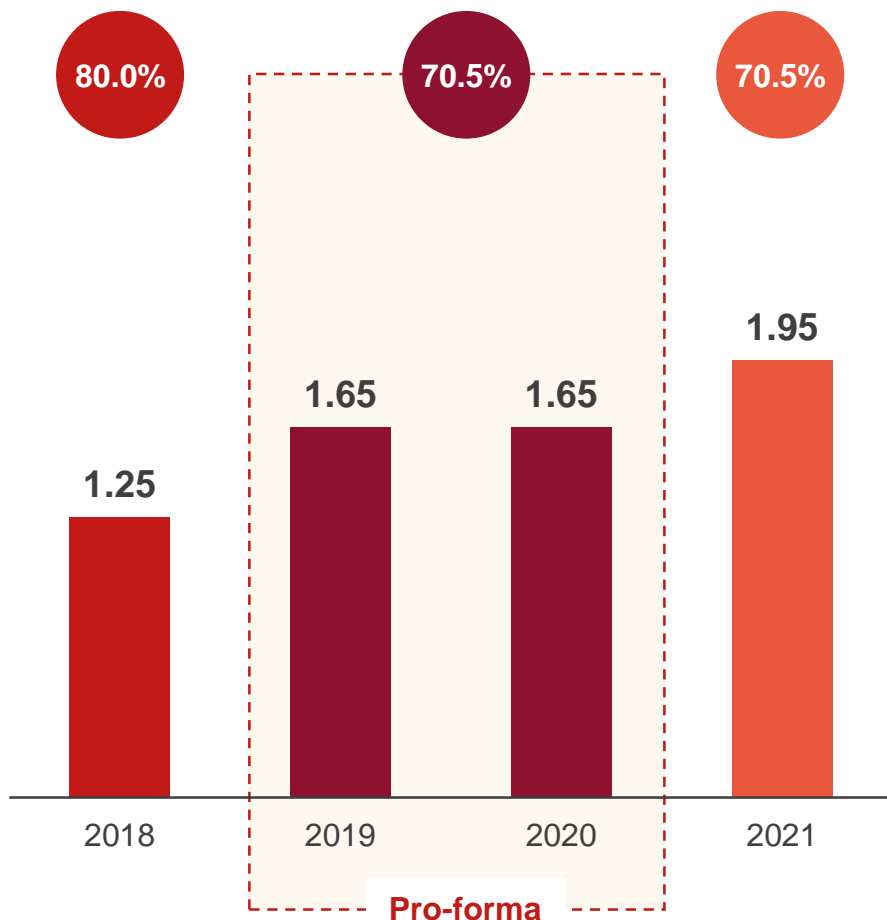
DIVIDENDS 2019-2021

PAYOUT RATIO CONSISTENTLY ABOVE 70%; €1.95 DPS TO BE DISTRIBUTED FROM 2021 EARNINGS



Payout ratio and DPS (accounting view) €

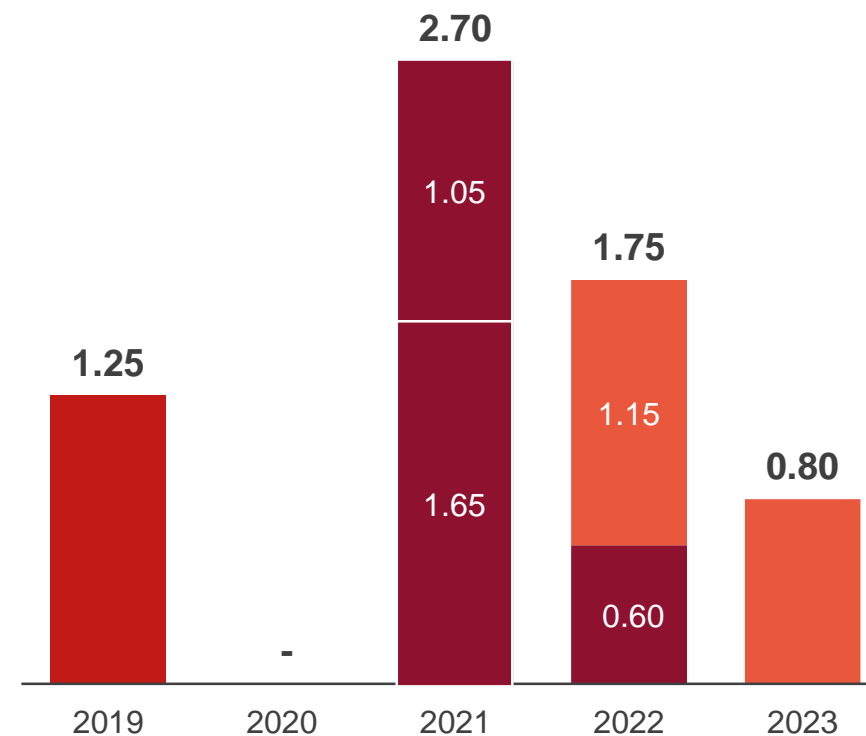
■ Pro-forma for the €3.30 cumulative 2019-20 DPS



DPS (cash view¹) €

Accounting year

■ 2018 ■ 2019-20 ■ 2021



➤ **70.5% payout on 2021 earnings²**, resulting in **€1.95 DPS** to be paid in two tranches: €1.15 p.s. in May 2022 and €0.8 p.s. in February 2023

➤ **€2.55 DPS** to be paid over 2022-23 already announced

DIVIDEND POLICY 2022-2024

STEADILY GROWING DPS, €7.5-€8.5 P.S. CUMULATED OVER 2022-25 (CASH VIEW)



Remunera
growth



Objectives

Deliver steadily growing DPS (cash view) by smoothing potential earnings volatility connected to variable fees, while increasing flexibility in capital deployment



Policy

Differentiated payout¹: 70%-80% of recurring net profit² + 50%-100% of variable net profit

Tranching mechanism: payment dates in Q2 year T_0 and Q1 year T_0+1



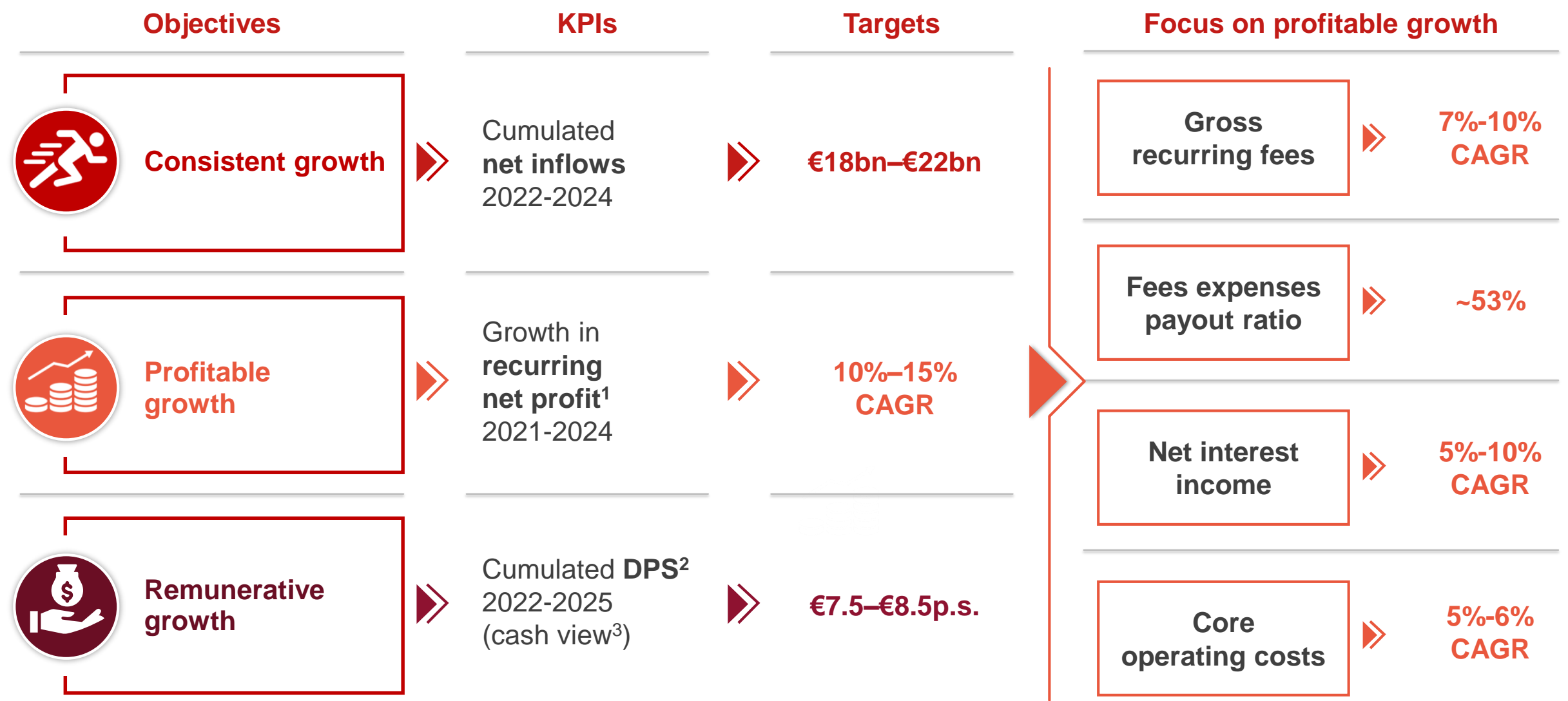
Targeted results

€7.5-€8.5 cumulated DPS³ (cash view) over 2022-25;
€2.55 DPS already announced



RECAP OF BANCA GENERALI'S FINANCIAL AMBITIONS

CONSISTENT, PROFITABLE AND REMUNERATIVE GROWTH



88 **NOTES:** 1) Recurring net profit computed net of variable fees, trading gains and one-offs; 2) subject to regulator and shareholder approvals and based on the achievement of 2022-2024 Strategic Plan net profit targets; 3) Cash view reports dividend by actual year of payment

Investor Day 2022-2024

Milan, February 14th 2022

Gian Maria Mossa
CEO and General Manager



CLOSING REMARKS

WHY WE ARE CONFIDENT TO DELIVER ON TARGETS



Sizeable opportunity



Acceleration of **structural industry trends**, with growing market share for **FA networks**



Sound strategy and foundations



Strategy resting on **hard-to-match foundations**: quality of FA network + technology



Solid track-record



Tried and tested management team with track-record of **delivering on targets**



Strong brand



Established player in the private segment, part of **Generali Group**

Fine Comunicato n.0856-8

Numero di Pagine: 92